



**SILIGURI INSTITUTE OF TECHNOLOGY
MASTER OF BUSINESS ADMINISTRATION**



**COURSE FILE
2ND SEM, 1ST YEAR**

SESSION 2021-2022 (EVEN SEMESTER-2021)

Classes Conducted Through Online Mode

Internet Homepage:

<https://classroom.google.com/c/MzEyNTMxMTYyNjM4>

PAPER NAME : HUMAN RESOURCES MANAGEMENT

PAPER CODE: MB206

MBA [NEW SYLLABUS FROM 2018 SESSION]

Course File

Course Title: HUMAN RESOURCES MANAGEMENT

Code: MB206

Semester: 2nd, Year 1st

Name of the Faculty: Debayan Nandi

E-mail: debaisit@gmail.com

Class Schedule of MB206 (Even Sem'2021)

| Lecture | | | Tutorial/ Remedial class | |
|-----------|---------------------|----------------|-----------------------------|--|
| Monday | 10.50 AM - 11.40 AM | | 4.40 - 5.10 pm | |
| Tuesday | | | | |
| Wednesday | | 2.10 PM - 3 PM | | |
| Thursday | 11.40 AM - 12.30 PM | | 4.40 - 5.10 pm | |
| Friday | 10.00 AM - 10.50 AM | | | |

Hours for meeting students:

| Day | Time |
|-----------|---------------------|
| Monday | 06.30 PM - 07.30 PM |
| Tuesday | 06.30 PM - 07.30 PM |
| Wednesday | 06.30 PM - 07.30 PM |
| Thursday | 06.30 PM - 07.30 PM |

i) Course Objective

Students will acquire basic knowledge on Marketing and sales techniques adopted in Retail business.

ii) Course Outcomes

After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes.

The student will be able to:

| Description of Course Outcomes | | Target |
|--------------------------------|---|-----------|
| MB206.1 | Understand how to procure, develop and assess the HR in an organization to get the best result by utilizing these resources (BT 3) | 70% marks |
| MB206.2 | Understand the different steps of man power planning process and employee hiring (BT 5) | 60% marks |
| MB206.2.3 | Understand the different methods of human resource development (BT 4) | 75% marks |
| MB206.4 | Analyze the different methods of compensation administration in an organization to retain the human asset. (BT 3) | 70% marks |
| MB206.2.5 | Understand how to maintain harmonious working environment in the organization considering the legal and other influencing factors (BT 3) | 75% marks |
| MB206.6 | Understand the concepts behind strategic and electronic human resource management (BT5) | 60% marks |

- i. Once the student has successfully complete this course, he/she must be able to answer the following questions or perform/demonstrate the following:

| Sl. | Question | BT Level |
|-----|--------------------------------------|----------|
| 1. | What are the importances of HRM? | 3 |
| 2. | What are the different steps of HRP? | 5 |

| | | |
|----|--|---|
| 3. | What are the different sources of recruitment? | 5 |
| 4. | What are the different types of training & human resource development? | 4 |
| 5. | How to derive the compensation packages? | 4 |
| 6. | What are the key factors of industrial relations? | 3 |
| 7. | What are the different steps of employee grievance handling? | 3 |
| 8. | How to use IT in human resource management? | 3 |

iii) Topic/Unit/Chapter Layout

| Topic/Unit/Chapter | Lecture Hours | Tutorials/Remedial |
|--|---------------|--|
| Human Resource Management: Meaning, Scope, objectives, and functions of HRM , HR as a Factor of Competitive Advantage, Structure of HR Department, , Line and staff responsibility of HR Managers, Environmental factors influencing HRM | 2 | Environmental factors influencing HRM |
| Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques, Manpower Inventory, Career Planning& Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System (HRIS) | 6 | Succession Planning, Rightsizing, Restructuring |
| Recruitment and Selection : Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors. | 4 | Interviewing Errors. |
| Human Resource Development: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods: Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation , Negotiation, and Networking | 6 | Implementation and Evaluation of Training Programmes |
| Performance Appraisal Systems : Purpose, Methods, Appraisal instruments, 360 degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview | 4 | Errors in appraisal, Potential Appraisal |
| Compensation Management : Concepts, Components; System of Wage Payment, job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans | 4 | Wage/ salary fixation |
| Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India | 4 | Collective Bargaining, Settlement Machineries |
| Workers' Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities. | 2 | Quality Circles and other Small Group Activities |
| Discipline Management : Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling | 4 | Grievance Handling |
| Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process, barriers to SHRM. Nature of e-HRM, eRecruitment & Selection, e-Performance Management, e-Learning | 4 | Strategic HRM vs Traditional HRM |

v) Text books

1. Agarwala T. - Strategic Human Resource Management, OUP

2. Aswathappa, K. - Human Resource Management, Tata McGraw Hill
3. Jyothi P. & Venkatesh, D.N. - Human Resource Management, OUP
4. Ramaswamy, E.A. - Managing Human Resources, OUP
5. Saiyadain, M.S - Human Resource Management : Tata McGraw Hill
6. Mondal Sabari & Goswami Amal - Human Resource Management: Vrinda Publications

Reference book(s) :

Garry Dessler- Human Resource Management, TMH

(v) Evaluation Scheme

1) Theory

| Evaluation Criteria | Marks |
|---------------------|-------|
| Internal Exam* | 50 |
| Assignment | 40 |
| Quiz | 10 |
| Attendance | 5 |
| University Exam | 70 |
| Total | 100 |

* Two internal examinations are conducted; based on those two tests, average of them are considered in a scale of 15.

V. Course target attainment levels:

| Attainment Level | Inference |
|--------------------|---|
| Attainment Level 1 | 40% of the students have attained more than the target level of that CO |
| Attainment Level 2 | 50% of the students have attained more than the target level of that CO |
| Attainment Level 3 | 60% of the students have attained more than the target level of that CO |

Overall Course Attainment Target = 70% of the students will get "A" Grade

Target has been set on the basis of last year's performance / result by the students, student quality this year and difficulty level of the course.

University Grading System:

| Grade | Marks |
|-------|---------------|
| O | 90% and above |
| E | 80 - 89.9% |
| A | 70 - 79.9% |
| B | 60 - 69.9% |
| C | 50 - 59.9% |
| D | 40 - 49.9% |
| F | Below 40% |

Course target attainment levels for university assessment:

| Target (No. of Students) | Target Level of CO (Marks) in point | Attainment Level |
|--------------------------|-------------------------------------|------------------|
| ≤ 49.9 % | 7 | 1 |
| 50 - 59.9 % | 7 | 2 |
| 60 % and above | 7 | 3 |

Overall Course Attainment Target = 60% of the students will get 7 points.

(vi) Mapping of Course Outcomes and Program Outcomes:

| Course Outcomes | Program Outcomes | | | | | PSOs | |
|-----------------|------------------|---|---|---|---|------|---|
| | 1 | 2 | 3 | 4 | 5 | 1 | 2 |
| MB206.1 | 1 | | | | 1 | 1 | |
| MB206.2 | 1 | 1 | | 1 | 1 | | |

| | | | | | | | |
|---------|---|---|--|---|---|---|---|
| MB206.3 | | 1 | | 1 | | 1 | 1 |
| MB206.4 | 1 | 1 | | | 1 | 1 | |
| MB206.5 | | 1 | | | | 1 | |
| MB206.6 | | 1 | | | | | |

1 = courses in which the student will be exposed to a topic (BT level 1& 2)

2 = courses in which students will gain competency in that area (BT level 3-4)

3 = courses in which students will master that skill (BT level 5-6)

CO1 to CO5 partially satisfies application of knowledge of scientific management in solving real life Shop floor Management problems. (PO1, PO2).

CO1 to CO4 partially satisfies the concept of individual and team work.

CO1 to CO5 partially satisfies the concept of applied management science, mathematics through mathematical & operations research tools and demonstrate proficiency in use of software to be required to practice Production/Operations related managerial profession.

(vii) Delivery Methodology

| Outcome | Method | Supporting Tools | Demonstration |
|-----------|----------------------------------|---|--------------------------------------|
| C MB206.1 | Structured, partially supervised | Power point presentation, real life example | Assignment, Quiz, Internal |
| C MB206.2 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |
| C MB206.3 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |
| C MB206.4 | Structured, partially supervised | Class Lectures, Power point presentation | Tutorial, Assignment, Quiz, Internal |
| C MB206.5 | Structured, partially supervised | Class Lectures, real life example | Tutorial, Assignment, Quiz, Internal |

iii) Mapping of Course Outcomes and Program Outcomes:

Learning Outcomes of MBA Program as specified by AICTE in 2018 (Considered as PO)

PO1 : Business Environment & Domain Knowledge

PO2 : Critical Thinking , Business Analysis, Problem solving & Innovative Solutions

PO3 : Global Exposure & Cross Cultural Understanding

PO4 : Social Responsibilities & Ethics

PO5 : Effective Communication

PO6 : Leadership & Teamwork

MBA Program Specific Outcomes (PSOs)

PSO1: Identify the key issues facing a business or business subdivisions, utilize qualitative and quantitative methods to explore and solve critical business problems,

PSO2: Incorporate diversity and multicultural perspectives while making business decisions as an entrepreneurs or decision maker.

| Course Outcomes | Program Outcomes | | | | | | PSOs | |
|-----------------|------------------|----------|----------|----------|---|----------|----------|----------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 1 | 2 |
| MB206.1 | 3 | 3 | - | - | - | 2 | 2 | - |
| MB206.2 | 3 | 3 | 2 | - | - | 1 | 3 | - |
| MB206.3 | 3 | 3 | 2 | 1 | - | 2 | 2 | 1 |
| MB206.4 | 2 | 3 | 1 | - | - | - | 1 | 2 |
| MB206.5 | 3 | 2 | - | 2 | - | 2 | 2 | 2 |
| MB206.6 | 3 | 3 | 2 | 1 | | 1 | 1 | 1 |
| MB206 | 3 | 3 | 2 | 1 | | 2 | 2 | 2 |

1 = courses in which the student will be exposed to a topic.

2 = courses in which students will gain competency in that area.

3= courses in which students will master that skill.

- MB206.1 need for the knowledge of HR as a Factor of Competitive Advantage it is highly linked with PO1 & PO3, partially linked with PO6 and & PS01.
- MB206.2 require application of Supply and Demand Forecasting techniques, Manpower Inventory. Hence it is highly linked with PO1 , PO2& PS01, partially linked with PO6
- MB206.3 requires knowledge & understanding Methods of selection. Hence it is highly linked with PO1 , PO2& PS01, partially linked with PO6 & thinly linked with PS02.
- MB206.4 requires knowledge about HRD Methods. Hence it is highly linked with PO2 & partially linked with PO1, PS02 and minimally linked with PO3 & PS01.
- MB206.5 deals with Methods, Appraisal instruments. Hence it is highly linked with PO1, partially linked with PO2 , PO4 & PO6 and partially linked with PO2 & PO12.
- MB206.6 deals with the Industrial Relations practices. Hence it is highly linked with PO1 & PO2, partially linked with PO3 , & Minimally with PO4, PO6, PS01 & PS02

iv) Unit Layout

| Unit | Lecture Hours |
|--|---------------|
| Meaning, Scope, objectives, and functions of HRM | 2 |
| Human Resource Planning | 6 |
| Recruitment and Selection | 4 |
| Human Resource Development | 6 |
| Performance Appraisal Systems | 4 |
| Compensation Management | 4 |
| Industrial Relations in India | 4 |
| Workers' Participation in Management | 2 |
| Discipline Management | 4 |
| Strategic HRM | 4 |

(vii) Delivery Methodology

| Outcome | Method | Supporting Tools | Demonstration |
|-----------|----------------------------------|---|----------------------------|
| C MB206.1 | Structured, partially supervised | Power point presentation, real life example | Assignment, Quiz, Internal |
| C MB206.2 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |

| | | | |
|-----------|----------------------------------|--|--------------------------------------|
| C MB206.3 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |
| C MB206.4 | Structured, partially supervised | Class Lectures, Power point presentation | Tutorial, Assignment, Quiz, Internal |
| C MB206.5 | Structured, partially supervised | Class Lectures, real life example | Tutorial, Assignment, Quiz, Internal |

(viii) Assessment Methodology

| Outcome | Assessment Tool | Specific Question/activity aligned to the Outcome |
|---|----------------------|--|
| C.MB206.1, C. MB206.2, C. MB206.3, C. MB206.4, C. MB206.5 | Internal Test | <ol style="list-style-type: none"> 1. Describe objectives, and functions of HRM 2. Describe Environmental factors influencing HRM 3. Elucidate Line and staff responsibility of HR Managers 4. What are the different Supply and Demand Forecasting techniques 5. Discuss effectiveness of Succession Planning 6. Describe Human Resource Information System (HRIS) |
| MB206.2, C. MB206.3, C. MB206.4, | Assignment | <ol style="list-style-type: none"> 1. Explain Sources of Recruitment 2. Give a brief note of Methods of selection 3. Describe Interviewing Methods, Skills and Errors. 4. Explain process of HRD |
| C.MB206.1, C. MB206.2, C. MB206.3, C. MB206.4, C. MB206.5 | End of Semester Test | <ol style="list-style-type: none"> 1. Discuss Developing Managerial Skills for: team management. 2. Explain HR Score Card 3. Discuss Components; System of Wage Payment 4. Why people join Trade Unions? 5. Describe ESOPs, Fringe Benefits, Retirement Benefits 6. Elucidate Collective Bargaining and Settlement Machineries 7. What are the Role of Government in IR ? 8. Discuss Quality Circles and other Small Group Activities 9. Distinguish between Strategic HRM vs Traditional HRM |

(vii) Weekly Lesson Plan

| Week | Lectures | Assignment |
|------|--|------------|
| 1 | Meaning, Scope, objectives, and functions of HRM , HR as a Factor of Competitive Advantage, Structure of HR Department, , Line and staff responsibility of HR Managers, Environmental factors influencing HRM, Human | |

| | | |
|----|---|--|
| | Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques | |
| 2 | Manpower Inventory, Career Planning & Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System (HRIS) | Explain Sources of Recruitment |
| 3 | Recruitment and Selection : Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors | Give a brief note of Methods of selection |
| 4 | Human Resource Development: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods: Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. | Describe Interviewing Methods, Skills and Errors. Explain process of HRD |
| 5 | Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation , Negotiation, and Networking Performance Appraisal Systems : Purpose, Methods, Appraisal instruments, 360 degree Appraisal, | |
| 6 | HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview. Compensation Management : Concepts, Components; System of Wage Payment | Prepare Salary Slip |
| 7 | Job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends | |
| 8 | Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India. Workers' Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities. | |
| 9 | Discipline Management : Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling | |
| 10 | Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process, barriers to SHRM. Nature of e-HRM, eRecruitment & Selection, e-Performance Management, e-Learning | |

B. Topic/Chapter wise Weekly Lesson Plan

| |
|---|
| <p>TOPIC/UNIT/ Module: I Title: Introduction to HRM Week No 1</p> |
| <p>CONTENTS Discussion of Course outcome and program outcome. Introduction to Human Resource Management</p> |
| <p>Topic/Unit/Chapter Objectives Broad Objectives of the chapter/topic are: 1. To be familiar with personnel management 2. To aware & conceptualize HCM</p> |
| <p>Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy): 1. Describe Meaning, Scope, objectives, and functions of HRM , HR as a Factor of Competitive Advantage [L1] 2. Elucidate Structure of HR Department, , Line and staff responsibility of HR Managers. [L2] 3. Analyse Environmental factors influencing HRM, [L3] 4. Elucidate Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques [L4]</p> |

| |
|--|
| <p>TOPIC/UNIT/ Module: I Title: Man Power Planning Week No 2</p> |
|--|

CONTENTS

Discussion on Man Power Planning

Topic/Unit/Chapter Objectives:**Broad Objectives of the chapter/topic are:**

Detailed discussion on Man Power Planning

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Manpower Inventory [L1]
2. Explain Career Planning & Development. [L2]
3. Explain Succession Planning, Rightsizing, Restructuring [L3]
4. Explain Human Resource Information System (HRIS) [L4]

TOPIC/UNIT/ Module:I

Title: Recruitment and Selection

Week No 3**CONTENTS**

Discussion on Recruitment and Selection

Topic/Unit/Chapter Objectives:**Broad Objectives of the chapter/topic are:**

- Detailed discussion on Recruitment and Selection

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Process and Sources of recruitment [L1]
2. Discuss Methods of selection [L2]
3. Explain Interviewing Methods [L3]
4. Explain Interviewing Skills and Errors [L4]

TOPIC/UNIT/ Module:I

Title: Human Resource Development

Week No 4**CONTENTS**

Human Resource Development

Topic/Unit/Chapter Objectives**Broad Objectives of the chapter/topic are:**

1. Detailed discussion on different strategy formulation for Human Resource Development

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Definition, objective, process of HRD, Assessment of HRD Needs (L1]
2. HRD Methods (L2)
3. Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes [L3]
4. Induction Training [L4]

TOPIC/UNIT/ Module:I

Title: Developing Managerial Skills & Performance Appraisal

Week No 5**CONTENTS**

Developing Managerial Skills & Performance Appraisal

Topic/Unit/Chapter Objectives**Broad Objectives of the chapter/topic are:**

1. Developing Managerial Skills
2. Performance Appraisal

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Developing Managerial Skills for: team management, collaboration, interaction across business functions [L1]
2. Presentation , Negotiation, and Networking [L2]
3. Performance Appraisal Systems : Purpose, Methods [L3]
4. Appraisal instruments, 360 degree Appraisal,. [L4]

TOPIC/UNIT/ Module: II
Potential Appraisal and Compensation
Week No 6

CONTENTS

Potential Appraisal and Compensation

Topic/Unit/Chapter Objectives:**Broad Objectives of the chapter/topic are:**

1. Potential Appraisal
2. Compensation

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Understanding HR Score Card, Errors in appraisal,, [L1]
2. Potential Appraisal, Appraisal Interview [L2]
3. Compensation Management : Concepts, Components, [L3]
4. System of Wage Payment [L4]

TOPIC/UNIT/ Module : II
Title: Compensation & Industrial Relations in India
Week No 7

CONTENTS

Compensation & Industrial Relations in India

Topic/Unit/Chapter Objectives:**Broad Objectives of the chapter/topic are:** Industrial Relations in India**Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):**

1. Job evaluation, wage/ salary fixation, incentives, bonus, [L1]
2. ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans [L2]
3. Industrial Relations in India: Parties; Management [L3]
4. Trade Unions, Industrial Disputes: Trends Explain [L4]

TOPIC/UNIT/ Module : II
Title: Collective Bargaining & Workers' Participation in Management
Week No 8

CONTENTS

Collective Bargaining & Workers' Participation in Management

Topic/Unit/Chapter Objectives:**Broad Objectives of the chapter/topic are:**

1. Concept of Collective Bargaining
2. Basic understanding of Workers' Participation in Management

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Collective Bargaining, Settlement Machineries, [L1]
2. Basic understanding of Role of Government, Labour Policy in India.[L2]
3. Workers' Participation in Management: Concept, Practices and Prospects in India, [L3]
4. Discuss the methods of Quality Circles and other Small Group Activities [L4]

TOPIC/UNIT/ Module : II
Title: Discipline Management & Grievance Handling
Week No 9

CONTENTS

Discipline Management & Grievance Handling

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic Discipline Management & Grievance Handling

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Discipline Management : Misconduct, [L1]
2. Disciplinary action, [L2]
3. Domestic Enquiry, , [L3]
4. Grievance Handling [L4]

TOPIC/UNIT/ Module : II
Title: Strategic HRM & e-HRM
Week No 10

CONTENTS

Strategic HRM & e-HRM

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To familiar with Strategic HRM
2. To be able to manage e-HRM

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, [L1]
2. SHRM Process, barriers to SHRM. [L2]
3. Analysis of Nature of e-HRM, e-Recruitment & Selection, [L3]
4. e-Performance Management, e-Learning Methods, Database Management[L4]

COMBINED DAILY LESSON PLAN & EXECUTION REPORT

| | | | |
|---|----------------------------|---|----------------------|
| NAME OF FACULTY Mr. DEBAYAN NANDI | DEPARTMENT M.B.A | SUBJECT: Human Resource Management CODE : MB206 | SEMESTER: 2nd |
|---|----------------------------|---|----------------------|

| Sl. No. | Lecture No | Unit No | Topic Description (to be quoted from syllabus) | Planned Date | Execution Date | Teaching Pedagogy |
|---------|------------|---------|---|--------------|----------------|-------------------|
| 1 | 1 | 1 | Describe Meaning, Scope, objectives, and functions of HRM , HR as a Factor of Competitive Advantage | 12/4/21 | 12/4/21 | PPT presentation |

| | | | | | | |
|---|----|---|--|---------|---------|---|
| | 2 | | Elucidate Structure of HR Department, , Line and staff responsibility of HR Managers. | 14/4/21 | 14/4/21 | through Zoom/Google Meet App |
| | 3 | | Analyse Environmental factors influencing HRM | 15/4/21 | 16/4/21 | |
| | 4 | | Elucidate Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques | 16/4/21 | 19/4/21 | |
| 2 | 5 | 2 | Explain Manpower Inventory | 19/4/21 | 21/4/21 | |
| | 6 | | Explain Career Planning& Development. | 21/4/21 | 22/4/21 | |
| 3 | 7 | 3 | Explain Succession Planning, Rightsizing, Restructuring | 22/4/21 | 23/4/21 | |
| | 8 | | Explain Human Resource Information System (HRIS) | 23/4/21 | 26/4/21 | |
| 4 | 9 | 4 | Explain Process and Sources of recruitment | 26/4/21 | 28/4/21 | PPT presentation through Zoom/Google Meet App |
| | 10 | | Discuss Methods of selection | 28/4/21 | 29/4/21 | |
| | 11 | | Explain Interviewing Methods | 29/4/21 | 30/4/21 | |
| | 12 | | Explain Interviewing Skills and Errors | 30/4/21 | 3/5/21 | |
| | 13 | | Definition, objective, process of HRD, Assessment of HRD Needs | 3/5/21 | 5/5/21 | |
| | 14 | | HRD Methods | 5/5/21 | 6/5/21 | |
| | 15 | | Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes | 6/5/21 | 7/5/21 | |
| | 16 | | Induction Training | 7/5/21 | 10/5/21 | |
| 5 | 17 | 5 | Developing Managerial Skills for: team management, collaboration, interaction across business functions | 10/5/21 | 12/5/21 | |
| | 18 | | Presentation , Negotiation, and Networking | 12/5/21 | 13/5/21 | |
| | 19 | | Performance Appraisal Systems : Purpose, Methods | 13/5/21 | 14/5/21 | |
| 6 | 20 | 6 | Appraisal instruments, 360 degree Appraisal | 14/5/21 | 17/5/21 | |
| | 21 | | Understanding HR Score Card, Errors in appraisal | 17/5/21 | 19/5/21 | |
| 7 | 22 | 7 | Potential Appraisal, Appraisal Interview | 19/5/21 | 20/5/21 | PPT presentation through Zoom/Google Meet App |
| | 23 | | Compensation Management : Concepts, Components, | 20/5/21 | 21/5/21 | |
| | 24 | | System of Wage Payment | 21/5/21 | 27/5/21 | |
| | 25 | | Job evaluation, wage/ salary fixation, incentives, bonus, | 24/5/21 | 28/5/21 | |
| | 26 | | ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans | 26/5/21 | 31/5/21 | |
| | 27 | | Industrial Relations in India: Parties; Management | 27/5/21 | 2/6/21 | |
| 8 | 28 | 8 | Trade Unions, Industrial Disputes: Trends Explain | 28/5/21 | 3/6/21 | PPT presentation through Zoom/Google Meet App |
| | 29 | | Collective Bargaining, Settlement Machineries, | 31/5/21 | 4/6/21 | |
| | 30 | | Basic understanding of Role of Government, Labour Policy in India | 2/6/21 | | |
| | 31 | | Workers' Participation in Management: Concept, Practices and Prospects in India, | 3/6/21 | | |
| | 32 | | Discuss the methods of Quality Circles and other Small Group Activities | 4/6/21 | | |
| 9 | 33 | 9 | Discipline Management : Misconduct, | 7/6/21 | | PPT presentation through |
| | 34 | | Disciplinary action, | 9/6/21 | | |

| | | | | | | |
|----|----|----|---|---------|--|----------------------|
| | 35 | | Domestic Enquiry | 10/6/21 | | Zoom/Google Meet App |
| | 36 | | Grievance Handling | 11/6/21 | | |
| | 37 | | Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, | 14/6/21 | | |
| 10 | 38 | 10 | SHRM Process, barriers to SHRM. | 16/6/21 | | |
| | 39 | | Analysis of Nature of e-HRM, e-Recruitment & Selection, | 17/6/21 | | |
| | 40 | | e-Performance Management, e-Learning Methods, Database Management | 18/6/21 | | |

x) Teaching Strategy/Method (describes instructional methods, usage of ICT, efficient and engaging instructions and displays the best practices on institutional website)

- Learning by real life case incidents (from Economic Times , Business Line, HBR)
- Learning by question and answering
- Learning by different current industry business models in local areas
- Learning by team work (think, pair, share)
- Learning by solving numerical problems
- Learning by good video lectures and animation

(x.a) Strategy to support weak students

- Involve them in such real life based live business project work/designing of business plan
- Engage some bright students to put attention on their friends i.e. weak students Encouraging them to express their point of trouble
- Paying extra attention regarding subject matter beyond the class and regular follow up

(x.b) Strategy to encourage bright students

- Motivate them to browse the internet and go through the latest invention/developments in the particular field
- Try to encourage them to study beyond the syllabus
- Suggest them to follow comparatively advanced and well equipped text books
- Encourage them to implement some real life based hand on business oriented project work on the subject matter

(x.c) Efforts to keep students engaged

- Delivering some interesting lectures apart from conventional teaching
- Asking random questions to the students found unmindful from the topic
- Assigning regular home works and follow up
- Engage them by providing interesting problem solving
- Introducing some informal business quiz among different groups

XI. Attendance Records

ATTENDANCE SHEET (Lecture)

Subject with code: HUMAN RESOURCE MANAGEMENT

CODE : MB206

Section:

Semester :2nd

Discipline: MBA

| Sl. | Roll No. | Name | 12/4 | 14/4 | 16/4 | 19/4 | 21/4 | 22/4 | 23/4 | 26/4 | 28/4 | 29/4 | 30/4 | 3/5 | 5/5 |
|-----|-------------|-------------------|------|------|------|------|------|------|------|------|------|------|------|-----|-----|
| 1 | 11900920001 | AJAY KUMAR PRASAD | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 2 | 11900920002 | KUSHAL DAM | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 3 | 11900920003 | SUROJIT PAUL | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 4 | 11900920004 | RUPJIT DUTTA | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 5 | 11900920005 | SIMRAN CHOWDHURY | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 6 | 11900920006 | BIPLOB BARMAN | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 7 | 11900920007 | PRAYANKAR DAHAL | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 8 | 11900920008 | ROHIT THAPA | P | P | P | P | P | P | P | A | P | P | P | P | A |

| | | | | | | | | | | | |
|----|-------------|-----------------------------|---|---|---|---|--|--|--|--|--|
| 31 | 11900920033 | ASHISH SHARMA | P | P | P | P | | | | | |
| 32 | 11900920034 | KIRTY DAS | A | P | A | P | | | | | |
| 33 | 11900920035 | PRABIR AICH | P | P | P | P | | | | | |
| 34 | 11900920036 | SOUMYAJIT DAS | P | A | A | P | | | | | |
| 35 | 11900920037 | PUNAM KUMARI GUPTA | P | P | P | P | | | | | |
| 36 | 11900920038 | SHUVODEEP GHOSH | P | P | A | P | | | | | |
| 37 | 11900920039 | DEBANGI DAS | P | P | P | A | | | | | |
| 38 | 11900920040 | TANMOY DEY | P | P | P | P | | | | | |
| 39 | 11900920041 | PRIYANKA NANDI | A | P | A | P | | | | | |
| 40 | 11900920042 | TINNY SARKAR | P | P | P | P | | | | | |
| 41 | 11900920043 | MAINI SARKAR | A | P | P | P | | | | | |
| 42 | 11900920044 | DEBAPRIYA RAHA | A | A | P | P | | | | | |
| 43 | 11900920045 | SOUMYAJIT GUHA | P | A | A | P | | | | | |
| 44 | 11900920046 | SUBHANKAR DAS | P | P | P | P | | | | | |
| 45 | 11900920047 | KAJAL GUPTA | A | P | A | P | | | | | |
| 46 | 11900920048 | ARABINDU BOSE | P | P | P | P | | | | | |
| 47 | 11900920049 | RISHAV DUTTA | P | A | A | P | | | | | |
| 48 | 11900920050 | ANGELA YOLMO | P | P | P | P | | | | | |
| 49 | 11900920051 | REKHA POKHREL | P | P | A | P | | | | | |
| 50 | 11900920052 | GHANNANTIKA BARUA | P | P | P | A | | | | | |
| 51 | 11900920053 | ASMITA SHERPA | P | P | P | P | | | | | |
| 52 | 11900920054 | SAMAJIT DEY | A | P | A | P | | | | | |
| 53 | 11900920055 | RIYA GURUNG | P | P | P | P | | | | | |
| 54 | 11900920056 | SITANGSHU BANDHU CHATTERJEE | A | P | P | P | | | | | |
| 55 | 11900920057 | ARUNABH MODAK | A | A | P | P | | | | | |
| 56 | 11900920058 | SHREYA PALIT | P | A | A | P | | | | | |
| 57 | 11900920059 | ANINDA BHATTACHARJEE | P | P | P | P | | | | | |
| 58 | 11900920060 | Deepak Kumar | A | P | A | P | | | | | |

Records of Assignment

Subject with code: HUMAN RESOURCE MANAGEMENT

CODE : MB206

Section:

Semester : 2ND

Discipline: MBA

| Sl. | Roll No. | Name | 20/04 | 12/5 | | |
|-----|-------------|------------------------|-----------|---------------------|--|--|
| 1 | 11900920001 | AJAY KUMAR PRASAD | Submitted | Submitted | | |
| 2 | 11900920002 | KUSHAL DAM | Submitted | Submitted | | |
| 3 | 11900920003 | SUROJIT PAUL | Submitted | Submitted | | |
| 4 | 11900920004 | RUPJIT DUTTA | Submitted | Submitted | | |
| 5 | 11900920005 | SIMRAN CHOWDHURY | Submitted | Submitted | | |
| 6 | 11900920006 | BIPOB BARMAN | Submitted | Submitted | | |
| 7 | 11900920007 | PRAYANKAR DAHAL | Submitted | Submitted | | |
| 8 | 11900920008 | ROHIT THAPA | Submitted | Submitted | | |
| 9 | 11900920009 | PRATIK CHHETRI | Submitted | Submitted (delayed) | | |
| 10 | 11900920010 | SANKHA GHOSH | Submitted | Submitted | | |
| 11 | 11900920011 | SOURAV DAS | Submitted | Submitted | | |
| 12 | 11900920012 | RISHAV DUTTA | Submitted | Submitted | | |
| 13 | 11900920014 | RINJI SHERPA | Submitted | Submitted | | |
| 14 | 11900920015 | RIYA SARKAR | Submitted | Submitted | | |
| 15 | 11900920016 | RIYA PRADHAN | Submitted | Submitted | | |
| 16 | 11900920017 | BISWAJIT BAKSHI | Submitted | Submitted | | |
| 17 | 11900920018 | PRIYADARSINI MUKHERJEE | Submitted | Submitted | | |
| 18 | 11900920019 | RIYA DEB | Submitted | Submitted | | |
| 19 | 11900920020 | SUSHMA THAPA | Submitted | Submitted | | |
| 20 | 11900920022 | RUPANKAR BARMAN | Submitted | Submitted | | |

| | | | | | | |
|----|-------------|-----------------------------|-----------|---------------------|--|--|
| 21 | 11900920023 | ANKUSH AICH | Submitted | Submitted | | |
| 22 | 11900920024 | SUPRIYO GHOSH | Submitted | Submitted | | |
| 23 | 11900920025 | PRIANKA MUNDA | Submitted | Submitted | | |
| 24 | 11900920026 | NILADRI BISWAS | Submitted | Submitted | | |
| 25 | 11900920027 | MANISH CHETTRI | Submitted | Submitted | | |
| 26 | 11900920028 | PRENA GUPTA | Submitted | Submitted | | |
| 27 | 11900920029 | ROHIT ALAM | Submitted | Submitted | | |
| 28 | 11900920030 | ASHMITA SHARMA | Submitted | Submitted | | |
| 29 | 11900920031 | RUBI SARKAR | Submitted | Submitted (delayed) | | |
| 30 | 11900920032 | SUBARNA CHOWDHURY | Submitted | Submitted | | |
| 31 | 11900920033 | ASHISH SHARMA | Submitted | Submitted | | |
| 32 | 11900920034 | KIRTY DAS | Submitted | Submitted | | |
| 33 | 11900920035 | PRABIR AICH | Submitted | Submitted | | |
| 34 | 11900920036 | SOUMYAJIT DAS | Submitted | Submitted | | |
| 35 | 11900920037 | PUNAM KUMARI GUPTA | Submitted | Submitted | | |
| 36 | 11900920038 | SHUVODEEP GHOSH | Submitted | Submitted | | |
| 37 | 11900920039 | DEBANGI DAS | Submitted | Submitted | | |
| 38 | 11900920040 | TANMOY DEY | Submitted | Submitted | | |
| 39 | 11900920041 | PRIYANKA NANDI | Submitted | Submitted | | |
| 40 | 11900920042 | TINNY SARKAR | Submitted | Submitted | | |
| 41 | 11900920043 | MAINI SARKAR | Submitted | Submitted | | |
| 42 | 11900920044 | DEBAPRIYA RAHA | Submitted | Submitted | | |
| 43 | 11900920045 | SOUMYAJIT GUHA | Submitted | Submitted | | |
| 44 | 11900920046 | SUBHANKAR DAS | Submitted | Submitted | | |
| 45 | 11900920047 | KAJAL GUPTA | Submitted | Submitted | | |
| 46 | 11900920048 | ARABINDU BOSE | Submitted | Submitted | | |
| 47 | 11900920049 | RISHAV DUTTA | Submitted | Submitted | | |
| 48 | 11900920050 | ANGELA YOLMO | Submitted | Submitted | | |
| 49 | 11900920051 | REKHA POKHREL | Submitted | Submitted (delayed) | | |
| 50 | 11900920052 | GHANNANTIKA BARUA | Submitted | Submitted | | |
| 51 | 11900920053 | ASMITA SHERPA | Submitted | Submitted | | |
| 52 | 11900920054 | SAMAJIT DEY | Submitted | Submitted | | |
| 53 | 11900920055 | RIYA GURUNG | Submitted | Submitted | | |
| 54 | 11900920056 | SITANGSHU BANDHU CHATTERJEE | Submitted | Submitted | | |
| 55 | 11900920057 | ARUNABH MODAK | Submitted | Submitted | | |
| 56 | 11900920058 | SHREYA PALIT | Submitted | Submitted | | |
| 57 | 11900920059 | ANINDA BHATTACHARJEE | Submitted | Submitted | | |
| 58 | 11900920060 | Deepak Kumar | Submitted | Submitted | | |

XII. INTERNAL ASSESMENT RECORD MB206; MAKAUT Even Semester 2021

| Sl. | Roll No. | Name | Attendance | | Internal Examination | | | Assignment / Quiz (5) | Total (30) |
|-----|-------------|-------------------|------------|-------|----------------------|-----------------|-----------|-----------------------|------------|
| | | | Total | Marks | 1 st | 2 nd | Out of 20 | | |
| 1 | 11900920001 | AJAY KUMAR PRASAD | 5 | | 23 | | | 4 | |
| 2 | 11900920002 | KUSHAL DAM | 5 | | 20 | | | 4 | |
| 3 | 11900920003 | SUROJIT PAUL | 5 | | 20 | | | 5 | |
| 4 | 11900920004 | RUPJIT DUTTA | 5 | | 21 | | | 3 | |
| 5 | 11900920005 | SIMRAN CHOWDHURY | 5 | | 20 | | | 5 | |
| 6 | 11900920006 | BIPLOB BARMAN | 5 | | 20 | | | 3 | |
| 7 | 11900920007 | PRAYANKAR DAHAL | 5 | | 22 | | | 5 | |
| 8 | 11900920008 | ROHIT THAPA | 5 | | 22 | | | 5 | |
| 9 | 11900920009 | PRATIK CHHETRI | 5 | | 20 | | | 4 | |
| 10 | 11900920010 | SANKHA GHOSH | 5 | | 23 | | | 4 | |
| 11 | 11900920011 | SOURAV DAS | 5 | | 20 | | | 4 | |
| 12 | 11900920012 | RISHAV DUTTA | 5 | | 20 | | | 5 | |

| | | | | | | | | | |
|----|-------------|-----------------------------|---|--|----|--|--|---|--|
| 13 | 11900920014 | RINJI SHERPA | 5 | | 21 | | | 3 | |
| 14 | 11900920015 | RIYA SARKAR | 5 | | 20 | | | 5 | |
| 15 | 11900920016 | RIYA PRADHAN | 5 | | 20 | | | 4 | |
| 16 | 11900920017 | BISWAJIT BAKSHI | 5 | | 20 | | | 5 | |
| 17 | 11900920018 | PRIYADARSINI MUKHERJEE | 5 | | 24 | | | 5 | |
| 18 | 11900920019 | RIYA DEB | 5 | | 22 | | | 4 | |
| 19 | 11900920020 | SUSHMA THAPA | 5 | | 21 | | | 3 | |
| 20 | 11900920022 | RUPANKAR BARMAN | 5 | | 20 | | | 3 | |
| 21 | 11900920023 | ANKUSH AICH | 5 | | 23 | | | 4 | |
| 22 | 11900920024 | SUPRIYO GHOSH | 5 | | 20 | | | 4 | |
| 23 | 11900920025 | PRIANKA MUNDA | 5 | | 20 | | | 5 | |
| 24 | 11900920026 | NILADRI BISWAS | 5 | | 21 | | | 3 | |
| 25 | 11900920027 | MANISH CHETTRI | 5 | | 20 | | | 5 | |
| 26 | 11900920028 | PRENA GUPTA | 5 | | 20 | | | 3 | |
| 27 | 11900920029 | ROHIT ALAM | 5 | | 22 | | | 5 | |
| 28 | 11900920030 | ASHMITA SHARMA | 5 | | 22 | | | 5 | |
| 29 | 11900920031 | RUBI SARKAR | 5 | | 20 | | | 4 | |
| 30 | 11900920032 | SUBARNA CHOWDHURY | 5 | | 23 | | | 4 | |
| 31 | 11900920033 | ASHISH SHARMA | 5 | | 20 | | | 4 | |
| 32 | 11900920034 | KIRTY DAS | 5 | | 20 | | | 5 | |
| 33 | 11900920035 | PRABIR AICH | 5 | | 21 | | | 3 | |
| 34 | 11900920036 | SOUMYAJIT DAS | 5 | | 20 | | | 5 | |
| 35 | 11900920037 | PUNAM KUMARI GUPTA | 5 | | 20 | | | 4 | |
| 36 | 11900920038 | SHUVODEEP GHOSH | 5 | | 20 | | | 5 | |
| 37 | 11900920039 | DEBANGI DAS | 5 | | 24 | | | 5 | |
| 38 | 11900920040 | TANMOY DEY | 5 | | 22 | | | 4 | |
| 39 | 11900920041 | PRIYANKA NANDI | 5 | | 21 | | | 3 | |
| 40 | 11900920042 | TINNY SARKAR | 5 | | 20 | | | 3 | |
| 41 | 11900920043 | MAINI SARKAR | 5 | | 23 | | | 4 | |
| 42 | 11900920044 | DEBAPRIYA RAHA | 5 | | 20 | | | 4 | |
| 43 | 11900920045 | SOUMYAJIT GUHA | 5 | | 20 | | | 5 | |
| 44 | 11900920046 | SUBHANKAR DAS | 5 | | 21 | | | 3 | |
| 45 | 11900920047 | KAJAL GUPTA | 5 | | 20 | | | 5 | |
| 46 | 11900920048 | ARABINDU BOSE | 5 | | 20 | | | 3 | |
| 47 | 11900920049 | RISHAV DUTTA | 5 | | 22 | | | 5 | |
| 48 | 11900920050 | ANGELA YOLMO | 5 | | 22 | | | 5 | |
| 49 | 11900920051 | REKHA POKHREL | 5 | | 20 | | | 4 | |
| 50 | 11900920052 | GHANNANTIKA BARUA | 5 | | 23 | | | 4 | |
| 51 | 11900920053 | ASMITA SHERPA | 5 | | 20 | | | 4 | |
| 52 | 11900920054 | SAMAJIT DEY | 5 | | 20 | | | 5 | |
| 53 | 11900920055 | RIYA GURUNG | 5 | | 21 | | | 3 | |
| 54 | 11900920056 | SITANGSHU BANDHU CHATTERJEE | 5 | | 20 | | | 5 | |
| 55 | 11900920057 | ARUNABH MODAK | 5 | | 20 | | | 4 | |
| 56 | 11900920058 | SHREYA PALIT | 5 | | 20 | | | 5 | |
| 57 | 11900920059 | ANINDA BHATTACHARJEE | 5 | | 24 | | | 5 | |
| 58 | 11900920060 | Deepak Kumar | 5 | | 22 | | | 4 | |

| | Roll No. | Name | | | | |
|---|-------------|-------------------|-----------------|--|----------------------------|-----------------------------------|
| | | | CA 1 Assignment | CA2 1 st Internal Test (25) | CA3 Quiz & Case Study (25) | CA4 2 nd Internal (25) |
| 1 | 11900920001 | AJAY KUMAR PRASAD | 20 | 23 | | |
| 2 | 11900920002 | KUSHAL DAM | 20 | 20 | | |
| 3 | 11900920003 | SUROJIT PAUL | 20 | 20 | | |
| 4 | 11900920004 | RUPJIT DUTTA | 22 | 21 | | |

| | | | | | | |
|----|-------------|--------------------------------|----|----|--|--|
| 5 | 11900920005 | SIMRAN CHOWDHURY | 20 | 20 | | |
| 6 | 11900920006 | BIPLOB BARMAN | 23 | 23 | | |
| 7 | 11900920007 | PRAYANKAR DAHAL | 21 | 22 | | |
| 8 | 11900920008 | ROHIT THAPA | 20 | 22 | | |
| 9 | 11900920009 | PRATIK CHHETRI | 20 | 20 | | |
| 10 | 11900920010 | SANKHA GHOSH | 21 | 20 | | |
| 11 | 11900920011 | SOURAV DAS | 20 | 21 | | |
| 12 | 11900920012 | RISHAV DUTTA | 20 | 20 | | |
| 13 | 11900920014 | RINJI SHERPA | 24 | 25 | | |
| 14 | 11900920015 | RIYA SARKAR | 22 | 22 | | |
| 15 | 11900920016 | RIYA PRADHAN | 20 | 20 | | |
| 16 | 11900920017 | BISWAJIT BAKSHI | 20 | 20 | | |
| 17 | 11900920018 | PRIYADARSINI MUKHERJEE | 24 | 25 | | |
| 18 | 11900920019 | RIYA DEB | 23 | 22 | | |
| 19 | 11900920020 | SUSHMA THAPA | 22 | 21 | | |
| 20 | 11900920022 | RUPANKAR BARMAN | 21 | 22 | | |
| 21 | 11900920023 | ANKUSH AICH | 20 | 23 | | |
| 22 | 11900920024 | SUPRIYO GHOSH | 20 | 20 | | |
| 23 | 11900920025 | PRIANKA MUNDA | 20 | 20 | | |
| 24 | 11900920026 | NILADRI BISWAS | 22 | 21 | | |
| 25 | 11900920027 | MANISH CHETTRI | 20 | 20 | | |
| 26 | 11900920028 | PRENA GUPTA | 23 | 23 | | |
| 27 | 11900920029 | ROHIT ALAM | 21 | 22 | | |
| 28 | 11900920030 | ASHMITA SHARMA | 20 | 22 | | |
| 29 | 11900920031 | RUBI SARKAR | 20 | 20 | | |
| 30 | 11900920032 | SUBARNA CHOWDHURY | 21 | 20 | | |
| 31 | 11900920033 | ASHISH SHARMA | 20 | 21 | | |
| 32 | 11900920034 | KIRTY DAS | 20 | 20 | | |
| 33 | 11900920035 | PRABIR AICH | 24 | 25 | | |
| 34 | 11900920036 | SOUMYAJIT DAS | 22 | 22 | | |
| 35 | 11900920037 | PUNAM KUMARI GUPTA | 20 | 20 | | |
| 36 | 11900920038 | SHUVODEEP GHOSH | 20 | 20 | | |
| 37 | 11900920039 | DEBANGI DAS | 24 | 25 | | |
| 38 | 11900920040 | TANMOY DEY | 23 | 22 | | |
| 39 | 11900920041 | PRIYANKA NANDI | 22 | 21 | | |
| 40 | 11900920042 | TINNY SARKAR | 21 | 22 | | |
| 41 | 11900920043 | MAINI SARKAR | 20 | 23 | | |
| 42 | 11900920044 | DEBAPRIYA RAHA | 20 | 20 | | |
| 43 | 11900920045 | SOUMYAJIT GUHA | 20 | 20 | | |
| 44 | 11900920046 | SUBHANKAR DAS | 22 | 21 | | |
| 45 | 11900920047 | KAJAL GUPTA | 20 | 20 | | |
| 46 | 11900920048 | ARABINDU BOSE | 23 | 23 | | |
| 47 | 11900920049 | RISHAV DUTTA | 21 | 22 | | |
| 48 | 11900920050 | ANGELA YOLMO | 20 | 22 | | |
| 49 | 11900920051 | REKHA POKHREL | 20 | 20 | | |
| 50 | 11900920052 | GHANNANTIKA BARUA | 21 | 20 | | |
| 51 | 11900920053 | ASMITA SHERPA | 20 | 21 | | |
| 52 | 11900920054 | SAMAJIT DEY | 20 | 20 | | |
| 53 | 11900920055 | RIYA GURUNG | 24 | 25 | | |
| 54 | 11900920056 | SITANGSHU BANDHU CHATTERJEE | 22 | 22 | | |
| 55 | 11900920057 | ARUNABH MODAK | 20 | 20 | | |
| 56 | 11900920058 | SHREYA PALIT | 20 | 20 | | |
| 57 | 11900920059 | ANINDA BHATTACHARJEE | 24 | 25 | | |
| 58 | 11900920060 | Deepak Kumar | 23 | 22 | | |

XIII. NAME WITH ROLL NO.s OF STUDENT WHOSE ACADEMIC PERFORMANCE IS NOT SATISFACTORY

| Serial No | Roll No | Name of Student | Remedial measures taken by Teacher |
|-----------|-------------|--------------------|------------------------------------|
| 1 | 11900920036 | SOUMYAJIT DAS | Wage Calculation |
| 2 | 11900920039 | DEBANGI DAS | 360 Degree appraisal method |
| 3 | 11900920037 | PUNAM KUMARI GUPTA | Vestibule training |
| 4 | 11900920038 | SHUVODEEP GHOSH | |
| 5 | | | |
| 6 | | | |
| 7 | | | |

XIV. Records of activities for bright students :**(XV) Analysis of Students performance in the course****INTERNAL ASSESSMENT****UNIVERSITY EXAMINATION**

| Grades | Students Achievement | Total |
|--------|----------------------|-------|
| O | | |
| E | | |
| A | | |
| B | | |
| C | | |
| D | | |
| F | | |

Percentage of Students Achieved the Targeted Course Attainment:

| | | | |
|--------------------------------------|--|--|--|
| Total No. of Students | | | |
| %age of students who attained target | | | |

CONSOLIDATED INTERNAL TEST RECORDS of MB206; MAKAUT Even Semester 2021

(xiii) Analysis of Student Feed Back: MB206 Even Sem 2021

Summative

Formative

Course Survey

| CERTIFICATE | | | | |
|--|--------------------------|--|--------------------------|---------|
| I, the undersigned, have completed the course allotted to me as shown below | | | | |
| Sl. No. | Semester | Subject with Code | Total Units/ Chapters | Remarks |
| 01. | MBA 2 ND 2021 | HUMAN RESOURCE MANAGEMENT Subject Code: MB206 | 10 | |
| Date : | | Signature of Faculty | | |
| Submitted to HOD | | | | |
| Certificate by HOD | | | | |
| I, the undersigned, certify that.....has completed the course work allotted to him/ her satisfactorily/ not satisfactorily. | | | | |
| Date : | | Signature of HOD | | |
| Submitted to Principal/Director | | | | |
| Date : | | Signature of Principal/Director | | |



**SILIGURI INSTITUTE OF TECHNOLOGY
MASTER OF BUSINESS ADMINISTRATION**



**COURSE FILE
4TH SEM, 2ND YEAR**

SESSION 2019 - 2020 (EVEN SEMESTER-2019)

PAPER NAME : STRATEGIC MANAGEMENT

PAPER CODE: MB402

MBA [SYLLABUS FROM 2008 SESSION]

Course File

Course Title: Strategic Management

Code: MB 402

Semester 4th , Year 2nd

Name of the Faculty: Debayan Nandi

E-mail: debaisit@gmail.com

Class Schedule of MB 402 (Even Sem'2019)

| Lecture | | Tutorial/ Remedial class |
|------------------|---------------------|-----------------------------|
| Monday | 10.00 AM - 10.50 AM | |
| Tuesday | 10.00 AM - 10.50 AM | 4.40 - 5.10 pm |
| Wednesday | 10.00 AM - 10.50 AM | |
| Thursday | | 4.40 - 5.10 pm |
| Friday | 10.00 AM - 10.50 AM | |

Hours for meeting students:

| Day | Time |
|------------------|---------------------|
| Monday | 01.30 PM - 02.00 PM |
| Tuesday | 04.40 PM - 05.00 PM |
| Wednesday | 04.40 PM - 05.00 PM |
| Thursday | 01.30 PM - 02.00 PM |

i) Course Objective

- To gather the knowledge of the strategic management of organisations, including the formulation of longer term strategic directions, the planning of objectives and supporting strategies, and the control of strategic implementation.
- It provides students with an understanding of the approaches and tools for planning and controlling strategy at the organisation and sub-unit levels, as well as experience in case analysis and practical application of planning and control skills.
- To understand the concept to evaluate the strategic environment, industry and competitive analysis, formulating mission and setting objectives, strategy selection and implementation, and strategic control.

ii) Course Outcomes

- After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes.

The student will be able to:

| Description of Course Outcomes | | Target |
|--------------------------------|--|--------|
| CO1 | Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning. (<i>Knowledge, Comprehending, Remembering</i>) | 60% |
| CO2 | Apply understanding for the theories, concepts and tools that support strategic management in organizations. (<i>Knowledge, Comprehending, Applying</i>) | 60% |
| CO3 | Individually and collaboratively evaluate and synthesise information and existing knowledge from numerous sources and experiences (<i>Comprehending, Applying</i>) | 60% |
| CO4 | Participate constructively in team situations to complete shared tasks and meet agreed deadlines. (<i>Analyzing</i>) | 60% |

| | | |
|------------|--|-----|
| CO5 | Participate constructively in team situations to complete shared tasks and meet agreed deadlines. (<i>Analyzing, Evaluating</i>) | 60% |
|------------|--|-----|

- ii. Once the student has successfully complete this course, he/she must be able to answer the following questions or perform/demonstrate the following:

| Sl. | Question | BT Level |
|-----|--|----------|
| 1. | State the Vision, Mission, Goals, Objectives, policies that plays vital role in any organisation | BT 1 |
| 2. | Explain the Environment Analysis to understand external and internal environmental factors | BT 2 |
| 3. | How is Models for Resource Allocation applied to overcome the Environmental turbulence? | BT 3 |
| 4. | Analyze the concept of Strategic Investment for successful strategic entries. | BT 4 |
| 5. | State the features and relative merits & demerits of Corporate, Administrative/Executive and Operating Levels, | BT 2 |
| 6. | Give an analytical overview of Portfolio analysis | BT 4 |
| 7. | Evaluate the role of managers, leadership in Strategic Control System and Measurement | BT 5 |
| 8. | State the Meaning & Features of Mergers, Acquisitions | BT 1 |
| 9. | Elucidate the concepts of Joint Ventures & De-Merger | BT 5 |
| 10. | How do you Evaluate (Qualitative/Quantitative) the strategies | BT 3 |

iii) Topic/Unit/Chapter Layout

| Topic/Unit/Chapter | Lecture Hours | Tutorials/Remedial |
|---|---------------|---|
| Strategic Management : Objectives, policies, Tools - Balanced Score Card, Strategic Management process | 4 | Balanced Score Card |
| Environmental Scanning : SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political, Social, Geographic, Technical); Internal Environment Analysis - Strategic Advantage Factors (Finance, Market Production, HR, R & D, etc.) | 4 | Environment Analysis & Internal Environment Analysis |
| Strategic Planning : Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models for Resource Allocation, Environmental Turbulence Strategic Investment, Strategic Entry | 6 | Models for Resource Allocation, Environmental Turbulence Strategic Investment |
| Formulating Strategies : Corporate, Administrative/Executive and Operating Levels, Developing Functional Strategies - Production/Operations, Finance, Marketing, HR, Materials, R & D; BCG Matrix, Portfolio analysis. | 6 | Developing Functional Strategies |
| Implementation of Strategies : Role of Managers, Leadership, Strategic Control System and Measurement, Structural Implementation, Functional Implementation. | 6 | Structural and Functional Implementation |
| Strategic Actions : Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger | 4 | De-Merger |

| | | |
|--|---|-------------------------------------|
| Evaluation of Strategy : Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation | 4 | Qualitative/Quantitative Evaluation |
| Case studies – Strategic Planning and Management | 6 | |

IV) Textbooks

- Ansoff, H.I. & McDonnell, E.J. : Implementing Strategic Management, Prentice-Hall
- Banerjee, Bani P. : Corporate Strategies, OUP
- Das, Ranjan : Crafting the Strategy, Tata McGraw Hill
- Kazmi, A. : Business Policy & Strategic Management, Tata McGraw Hill
- Mellahi, K., Frynas, J.G. & Finlay, P. : Global Strategic Management, OUP
- Porter, Michael E. : Competitive Strategy, The Free Press
- Roy, Dilip : Discourses on Strategic Management, Asian Books

(v) Evaluation Scheme

1) Theory

| Evaluation Criteria | Marks |
|---------------------|-------|
| Internal Exam* | 50 |
| Assignment | 40 |
| Quiz | 10 |
| Attendance | 5 |
| University Exam | 70 |
| Total | 100 |

* Two internal examinations are conducted; based on those two tests, average of them are considered in a scale of 15.

V. Course target attainment levels:

| Attainment Level | Inference |
|--------------------|---|
| Attainment Level 1 | 40% of the students have attained more than the target level of that CO |
| Attainment Level 2 | 50% of the students have attained more than the target level of that CO |
| Attainment Level 3 | 60% of the students have attained more than the target level of that CO |

Overall Course Attainment Target = 70% of the students will get "A" Grade

Target has been set on the basis of last year's performance / result by the students, student quality this year and difficulty level of the course.

University Grading System:

| Grade | Marks |
|-------|---------------|
| O | 90% and above |
| E | 80 – 89.9% |
| A | 70 – 79.9% |
| B | 60 – 69.9% |
| C | 50 – 59.9% |
| D | 40 – 49.9% |
| F | Below 40% |

Course target attainment levels for university assessment:

| Target (No. of Students) | Target Level of CO (Marks) in point | Attainment Level |
|--------------------------|-------------------------------------|------------------|
| ≤ 49.9 % | 7 | 1 |
| 50 – 59.9 % | 7 | 2 |
| 60 % and above | 7 | 3 |

Overall Course Attainment Target = 60% of the students will get 7 points.

(vi) Mapping of Course Outcomes and Program Outcomes:

| Course Outcomes | Program Outcomes | | | | PSOs | |
|-----------------|------------------|---|--|---|------|---|
| | | | | | | |
| C MB402.1 | 1 | | | 1 | 1 | |
| C MB402.2 | 1 | 1 | | 1 | | |
| C MB402.3 | | 1 | | 1 | 1 | 1 |
| C MB402.4 | 1 | 1 | | | 1 | |
| C MB402.5 | | 1 | | | 1 | |

1 = courses in which the student will be exposed to a topic (BT level 1& 2)

2 = courses in which students will gain competency in that area (BT level 3-4)

3 = courses in which students will master that skill (BT level 5-6)

CO1 to CO5 partially satisfies application of knowledge of scientific management in solving real life Shop floor Management problems. (PO1, PO2).

CO1 to CO4 partially satisfies the concept of individual and team work.

CO1 to CO5 partially satisfies the concept of applied management science, mathematics through mathematical & operations research tools and demonstrate proficiency in use of software to be required to practice Production/Operations related managerial profession.

(vii) Delivery Methodology

| Outcome | Method | Supporting Tools | Demonstration |
|-----------|----------------------------------|---|--------------------------------------|
| C MB402.1 | Structured, partially supervised | Power point presentation, real life example | Assignment, Quiz, Internal |
| C MB402.2 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |
| C MB402.3 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |
| C MB402.4 | Structured, partially supervised | Class Lectures, Power point presentation | Tutorial, Assignment, Quiz, Internal |
| C MB402.5 | Structured, partially supervised | Class Lectures, real life example | Tutorial, Assignment, Quiz, Internal |

(viii) Assessment Methodology

| Outcome | Assessment Tool | Specific Question/activity aligned to the Outcome |
|---------|-----------------|---|
|---------|-----------------|---|

| | | |
|---|----------------------|---|
| C.MB402.1, C.MB402.2, C.MB402.3, C.MB402.4, C.MB402.5 | Internal Test | <ol style="list-style-type: none"> 1. Discuss Strategic Management Process 2. Explain the factors determining Balance Score Card 3. Discuss impact of different environmental factors that govern SWOT analysis 4. Explain the internal environment of any business 5. Discuss how environmental turbulence can be estimated and resolved 6. Discuss different types of Functional and Managerial Goal Setting 7. Explain the steps of Strategic Investment, 8. Discuss the objectives and benefits of Strategic Entry |
| C.MB402.2, C.MB402.3, C.MB402. | Assignment | <ol style="list-style-type: none"> 1. Explain GE 9 Cell Matrix and BCG Matrix of any industry with real life examples 2. Give a brief account of Strategic Gap Analysis 3. Write short notes on PEST analysis 4. Prepare a Balance Score Card of any Multi National Company operating in India as subsidiary |
| C.MB402.1, C.MB402.2, C.MB402.3, C.MB402.4, C.MB402.5 | End of Semester Test | <ol style="list-style-type: none"> 1. Discuss Strategic Management Process 2. Explain the factors determining Balance Score Card 3. Discuss impact of different environmental factors that govern SWOT analysis 4. Explain the internal environment of any business 5. Discuss how environmental turbulence can be estimated and resolved 6. Discuss different types of Functional and Managerial Goal Setting 7. Explain the steps of Strategic Investment, 8. Discuss the objectives and benefits of Strategic Entry 9. Discuss the role of CEO and managers in strategy formulation and implementation 10. Discuss different types of merger. How Merger is different from acquisition 11. Describe the steps of demerger 12. Case studies |

(ix) A. Weekly Lesson Plan

| Week | Lectures | Tutorial/ Remedial Class | Assignment |
|--------|---|--|--|
| Week 1 | Objectives, policies, Tools – Balanced Score Card, Strategic Management process | Balanced Score Card | |
| Week 2 | SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political, Social, Geographic, Technical); Internal Environment Analysis - Strategic Advantage Factors (Finance, Market Production, HR, R & D, etc.) | Environment Analysis & Internal Environment Analysis | Give a brief account of Strategic Gap Analysis |

| | | | |
|---------|---|---|---|
| Week 3 | Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models for Resource Allocation, Environmental Turbulence | Models for Resource Allocation, Environmental Turbulence Strategic Investment | |
| Week 4 | Strategic Investment, Strategic Entry Corporate, Administrative/Executive and Operating Levels | | |
| Week 5 | Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; BCG Matrix, Portfolio analysis | Developing Functional Strategies | Explain GE 9 Cell Matrix and BCG Matrix of any industry with real life examples |
| Week 6 | Role of Managers, Leadership, Strategic Control System and Measurement | | |
| Week 7 | Structural Implementation, Functional Implementation. Strategic Actions : | Structural and Functional Implementation | Write short notes on PEST analysis |
| Week 8 | Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger | De-Merger | |
| Week 9 | Evaluation of Strategy : Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation | Qualitative/Quantitative Evaluation | |
| Week 10 | Case studies – Strategic Planning and Management | | Prepare a Balance Score Card of any Multi National Company operating in India as subsidiary |

B. Topic/Chapter wise Weekly Lesson Plan

| |
|---|
| <p>TOPIC/UNIT/ Module: I Title: Introduction to Strategic Management Week No 1</p> |
| <p>CONTENTS Discussion of Course outcome and program outcome. Introduction to Strategic Management</p> |
| <p>Topic/Unit/Chapter Objectives Broad Objectives of the chapter/topic are: 1. To be familiar with the basic characteristics of strategy and policy 2. To aware & conceptualize vision mission goals and objectives</p> |
| <p>Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy): 1. Explain the basic characteristics of Strategic Management [L1] 2. Discuss the features & relative merits and demerits of strategy and policy [L2] 3. Describe Balance Score Card [L3] 4. Elucidate Strategic Management Process [L4]</p> |

| |
|---|
| <p>TOPIC/UNIT/ Module: I Title: Environmental Scanning Week No 2</p> |
| <p>CONTENTS Discussion on Internal & External Environmental Factors</p> |
| <p>Topic/Unit/Chapter Objectives: Broad Objectives of the chapter/topic are: Detailed discussion on Environmental Factors of business</p> |

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the factors determining internal environment. [L1]
2. Explain the factors determining external environment. [L2]
3. Explain Strategic Advantage Factor [L3]
4. Explain SWOT Analysis of any company or business sector [L4]

TOPIC/UNIT/ Module:I

Title: **Strategic Planning**

Week No 3

CONTENTS

Discussion on Strategic Planning

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

- Detailed discussion on Corporate; Functional and Managerial Goal Setting
- Study of different Positioning Organization
- Environmental Turbulence Strategic Investment

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Corporate; Functional and Managerial Goal Setting [L1]
2. Discuss different types of Positioning Organization [L2]
3. Concept of Environmental Turbulence [L3]
4. Steps and precautions of Strategic Investment & Entry[L4]

TOPIC/UNIT/ Module:I

Title: **Formulating Strategies**

Week No 4

CONTENTS

Corporate, Administrative/Executive and Operating Levels strategy formulation

Discussion on Developing Functional Strategies

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. Detailed discussion on different strategy formulation

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Levels of strategy formulations (L1)
2. Developing different functional strategies for Marketing (L2)
3. Developing different functional strategies for Finance & Inventory [L3]
4. Developing different functional strategies for HR & R&D [L4]

TOPIC/UNIT/ Module:I

Title: **Portfolio Analysis**

Week No 5

CONTENTS

Basic Concepts of Portfolio Analysis of business

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. Different Matrices
2. Strategic gap analysis

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. BCG Matrix analysis(L1)
2. GE 9 Cell Matrix (L2)
3. Directional Policy Matrix [L3]
4. PASTEL Analysis [L4]

TOPIC/UNIT/ Module: II
Title: **Implementation of Strategies**
Week No 6

CONTENTS

Different implementation of strategies

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Details of Role of Managers, Leadership, Strategic Control System and Measurement
2. How to determine Strategic Control System and Measurement?
3. How to Conduct Structural Implementation, Functional Implementation?

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the Role of Managers in strategy implementation[L1]
2. Explain the concepts of Leadership in strategy implementation[L2]
3. Explain the steps involved in Strategic Control System [L3]
4. Strategic Control System and Measurement [L4]

TOPIC/UNIT/ Module : II
Title: **Implementation of Strategies & Strategic Actions**
Week No 7

CONTENTS

Implementation of Strategies & Strategic Actions

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Implementation of Strategies
2. Strategic actions for different operational issues

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the conceptual basics behind Structural Implementation [L1]
2. Explain the conceptual basics behind Functional Implementation [L2]
3. Explain different types of merger [L3]
4. Explain the difference between merger and acquisition [L4]

TOPIC/UNIT/ Module : II
Title: **Strategic Actions & Evaluation of Strategy**
Week No 8

CONTENTS

Strategic Actions & Evaluation of Strategy

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Concept of Diversification [L1]
2. Basic understanding of Joint Ventures, De-Merger[L2]
3. To be familiar with the need & problems of evaluation of strategy [L3]
4. To study the identification of criteria for evaluation [L4]

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the meaning of Diversification [L1]
2. Concept of Joint ventures [L2]
3. Reasons for de-merger [L3]
4. Discuss the need & problems of evaluation of strategy [L4]

TOPIC/UNIT/ Module : II
Title: **Evaluation of Strategy**
Week No 9

CONTENTS

Evaluation of Strategy

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To be familiar with the Qualitative evaluation
2. To be familiar with the Quantitative evaluation
3. To understand the Process of strategic evaluation

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Qualitative evaluation of strategies [L1]
2. Mention the usual criteria or factors based on Quantitative evaluation can be performed. [L2]
3. To understand the Process of strategic evaluation [L3]
4. Case Study [L4]

TOPIC/UNIT/ Module : II
Title: **Case Study**
Week No 10

CONTENTS

Case Studies

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To familiar with real life problems
2. To be able to take strategic decisions in adverse situations

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. How to tackle different managerial problems
2. How to come out of adverse situations

COMBINED DAILY LESSON PLAN & EXECUTION REPORT

| | | | |
|---|----------------------------|---|----------------------|
| NAME OF FACULTY Mr. DEBAYAN NANDI | DEPARTMENT M.B.A | SUBJECT: STRATEGIC MANAGEMENT CODE : MB 402 | SEMESTER: 4TH |
|---|----------------------------|---|----------------------|

| Sl. No. | Lecture No | Unit No | Topic Description (to be quoted from syllabus) | Planned Date | Execution Date | Teaching Pedagogy |
|---------|------------|---------|---|--------------|----------------|-------------------|
|---------|------------|---------|---|--------------|----------------|-------------------|

| | | | | | | |
|---|----|---|---|---------|---------|---|
| 1 | 1 | 1 | Explain the basic characteristics of Strategic Management | 11/2/19 | 13/2/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 2 | | Discuss the features & relative merits and demerits of strategy and policy | 13/2/19 | 15/2/19 | |
| | 3 | | Describe Balance Score Card | 16/2/19 | 16/2/19 | |
| | 4 | | Elucidate Strategic Management Process | 19/2/19 | 19/2/19 | |
| 2 | 5 | 2 | Explain the factors determining internal environment. Explain the factors determining external environment | 20/2/19 | 26/2/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 6 | | Explain Strategic Advantage Factor | 22/2/19 | 27/2/19 | |
| 3 | 8 | 3 | Explain SWOT Analysis of any company or business sector | 23/2/19 | 1/3/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 9 | | Explain Corporate; Functional and Managerial Goal Setting | 26/2/19 | 2/3/19 | |
| 4 | 10 | 4 | Discuss different types of Positioning Organization | 27/2/19 | 5/3/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 11 | | Concept of Environmental Turbulence | 1/3/19 | 12/3/19 | |
| | 12 | | Steps and precautions of Strategic Investment & Entry | 2/3/19 | 15/3/19 | |
| | 13 | | Levels of strategy formulations | 5/3/19 | 16/3/19 | |
| | 14 | | Developing different functional strategies for Marketing | 6/3/19 | 19/3/19 | |
| | 15 | | Developing different functional strategies for Finance & Inventory | 8/3/19 | 20/3/19 | |
| 5 | 16 | 5 | Developing different functional strategies for HR & R&D | 9/3/19 | 22/3/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 17 | | BCG Matrix analysis | 10/3/19 | 24/3/19 | |
| | 18 | | GE 9 Cell Matrix | 12/3/19 | 26/3/19 | |
| 6 | 19 | 6 | DPM | 15/3/19 | 2/4/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 20 | | PASTEL Analysis | 16/3/19 | 3/4/19 | |
| 7 | 21 | 7 | Explain the Role of Managers in strategy implementation | 19/3/19 | 5/4/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 22 | | Explain the concepts of Leadership in strategy implementation | 20/3/19 | 6/4/19 | |
| | 23 | | Explain the steps involved in Strategic Control System | 22/3/19 | 8/4/19 | |
| | 24 | | Strategic Control System and Measurement | 23/3/19 | 13/4/19 | |
| | 25 | | Explain the conceptual basics behind Structural Implementation | 25/3/19 | 16/4/19 | |
| | 26 | | Explain the conceptual basics behind Functional Implementation | 26/3/19 | 17/4/19 | |
| 8 | 27 | 8 | Explain different types of merger | 2/4/19 | 19/4/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 28 | | Explain the difference between merger and acquisition | 3/4/19 | 20/4/19 | |
| | 29 | | Concept of Diversification | 5/4/19 | 23/4/19 | |
| | 30 | | Basic understanding of Joint Ventures, De-Merger | 6/4/19 | 24/4/19 | |
| | 31 | | To be familiar with the need & problems of evaluation of strategy | 8/4/19 | 25/4/19 | |
| 9 | 32 | 9 | To study the identification of criteria for evaluation | 9/4/19 | 27/4/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 33 | | Explain the meaning of Diversification | 12/4/19 | 30/4/19 | |
| | 34 | | Concept of Joint ventures | 13/4/19 | 1/5/19 | |

| | | | | | | |
|----|----|----|---|---------|---------|---|
| | 35 | | Reasons for de-merger | 16/4/19 | 3/5/19 | |
| | 36 | | Discuss the need & problems of evaluation of strategy | 17/4/19 | 7/5/19 | |
| 10 | 37 | 10 | To be familiar with the Qualitative evaluation | 19/4/19 | 8/5/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 38 | | To be familiar with the Quantitative evaluation | 20/4/19 | 10/5/19 | |
| | 39 | | To understand the Process of strategic evaluation | 23/4/19 | 11/5/19 | |
| | 40 | | Case Study | 24/4/19 | 12/5/19 | |

x) Teaching Strategy/Method (describes instructional methods, usage of ICT, efficient and engaging instructions and displays the best practices on institutional website)

- Learning by real life case incidents (from Economic Times , Business Line, HBR)
- Learning by question and answering
- Learning by different current industry business models in local areas
- Learning by team work (think, pair, share)
- Learning by solving numerical problems
- Learning by good video lectures and animation

(x.a) Strategy to support weak students

- Involve them in such real life based live business project work/designing of business plan
- Engage some bright students to put attention on their friends i.e. weak students Encouraging them to express their point of trouble
- Paying extra attention regarding subject matter beyond the class and regular follow up

(x.b) Strategy to encourage bright students

- Motivate them to browse the internet and go through the latest invention/developments in the particular field
- Try to encourage them to study beyond the syllabus
- Suggest them to follow comparatively advanced and well equipped text books
- Encourage them to implement some real life based hand on business oriented project work on the subject matter

(x.c) Efforts to keep students engaged

- Delivering some interesting lectures apart from conventional teaching
- Asking random questions to the students found unmindful from the topic
- Assigning regular home works and follow up
- Engage them by providing interesting problem solving
- Introducing some informal business quiz among different groups

XI. Attendance Records

| ATTENDANCE SHEET (Lecture) | | | | | | | | | | | | | | | |
|--------------------------------------|--|---------------------|--|--|--|--|--|--|--|--|--|--|--|---------------|--|
| NAME OF FACULTY Mr. DEBAYAN NANDI | | DEPARTMENT M.B.A | | SUBJECT: STRATEGIC MANAGEMENT CODE : MB 402 | | | | | | | | | | SEMESTER: 4TH | |

| Sl. | Roll No. | Name | 13/ 2 | 15/ 2 | 16/ 2 | 19/ 2 | 26/ 2 | 27/ 2 | 1/ 3 | 2/ 3 | 5/ 3 | 12/ 3 | 15/ 3 | 16/ 3 | 19/3 |
|-----|-------------|--------------------------|----------|----------|----------|----------|----------|----------|---------|---------|---------|----------|----------|----------|------|
| 1 | 11900917001 | VICKY DUTTA | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 2 | 11900917002 | SUVANKAR NASKAR | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 3 | 11900917003 | SUSHANTA DAN GURUNG | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 4 | 11900917004 | SUMIT SINGH | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 5 | 11900917005 | SUJOY DAS | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 6 | 11900917006 | SUBHODEEP CHAKRABORTY | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 7 | 11900917007 | SOUMYADEEP MITRA | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 8 | 11900917008 | SOUMYA BANERJEE | P | P | P | P | P | P | P | A | P | P | P | P | A |

| | | | | | | | | | | | | | | | |
|----|-------------|-----------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 9 | 11900917009 | SIDDHARTHA TALUKDAR | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 10 | 11900917010 | SHARMISTHA GHOSH | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 11 | 11900917011 | SHAMBHAVI JHA | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 12 | 11900917012 | SHAIMA ZAFIR | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 13 | 11900917013 | SATYAKI GHOSH | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 14 | 11900917014 | SAPTARSHI CHAKRABORTY | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 15 | 11900917015 | SAGAR PRASAD | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 16 | 11900917016 | ROSHAN KUMAR THAKUR | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 17 | 11900917017 | RIKTAM SAHA | P | P | P | P | P | P | P | A | P | P | P | P | A |
| 18 | 11900917018 | RAJDEEP GHOSH | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 19 | 11900917019 | PUSHKAR JHA | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 20 | 11900917020 | PRIYANKA ROY | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 21 | 11900917021 | PRIYANKA DUTTA | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 22 | 11900917022 | PRITI SAHA | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 23 | 11900917023 | PRASHANT KR JHA | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 24 | 11900917024 | PARJEAL GURUNG | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 25 | 11900917025 | PINKEY DEY | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 26 | 11900917026 | PARTHA SARKAR | P | P | P | P | P | P | P | A | P | P | P | P | A |
| 27 | 11900917027 | NILIMI SEMA | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 28 | 11900917028 | NILADRI SEKHAR BARUA | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 29 | 11900917029 | NAINA BHAGAT | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 30 | 11900917030 | MRIGAN GUPTA | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 31 | 11900917031 | MOUSHUMI GHOSH | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 32 | 11900917032 | MONIKA KUMARI | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 33 | 11900917033 | MIRA SAHANI | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 34 | 11900917034 | MAMONI SAHA | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 35 | 11900917035 | MADHUPARNA CHATTERJEE | P | P | P | P | P | P | P | A | P | P | P | P | A |
| 36 | 11900917036 | KOUSHIK PODDAR | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 37 | 11900917037 | JYOTI GUPTA | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 38 | 11900917038 | JAHINUR RAHAMAN | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 39 | 11900917039 | HARSA SINGH | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 40 | 11900917040 | GOPAL BISWAS | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 41 | 11900917041 | CHANDRA KANTA KUMARI | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 42 | 11900917042 | BASUNDHARA PRADHAN | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 43 | 11900917043 | AYESHA GURUNG | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 44 | 11900917044 | AVISHEK TIWRI | P | P | P | P | P | P | P | A | P | P | P | P | A |
| 45 | 11900917045 | AVEEK SAHA | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 46 | 11900917046 | ASHIKA DANGAL | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 47 | 11900917047 | ARCHANA PANDA | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 48 | 11900917048 | ANIL PANDA | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 49 | 11900917049 | ANANYA BHADRA | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 50 | 11900917050 | AMIT GHATAK | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 51 | 11900917051 | AMIRUL MD | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 52 | 11900917052 | ABHISHEK KHARGA | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 53 | 11900917053 | ABHIJIT DEY | P | P | P | P | P | P | P | A | P | P | P | P | A |

| | | | | | | | | | | | | | | | |
|----|-------------|-----------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 25 | 11900917025 | PINKEY DEY | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 26 | 11900917026 | PARTHA SARKAR | P | P | P | P | P | P | P | A | P | P | P | P | A |
| 27 | 11900917027 | NILIMI SEMA | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 28 | 11900917028 | NILADRI SEKHAR BARUA | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 29 | 11900917029 | NAINA BHAGAT | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 30 | 11900917030 | MRIGAN GUPTA | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 31 | 11900917031 | MOUSHUMI GHOSH | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 32 | 11900917032 | MONIKA KUMARI | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 33 | 11900917033 | MIRA SAHANI | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 34 | 11900917034 | MAMONI SAHA | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 35 | 11900917035 | MADHUPARNA CHATTERJEE | P | P | P | P | P | P | P | A | P | P | P | P | A |
| 36 | 11900917036 | KOUSHIK PODDAR | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 37 | 11900917037 | JYOTI GUPTA | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 38 | 11900917038 | JAHINUR RAHAMAN | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 39 | 11900917039 | HARSA SINGH | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 40 | 11900917040 | GOPAL BISWAS | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 41 | 11900917041 | CHANDRA KANTA KUMARI | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 42 | 11900917042 | BASUNDHARA PRADHAN | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 43 | 11900917043 | AYESHA GURUNG | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 44 | 11900917044 | AVISHEK TIWRI | P | P | P | P | P | P | P | A | P | P | P | P | A |
| 45 | 11900917045 | AVEEK SAHA | A | P | P | P | A | A | P | P | P | P | P | P | P |
| 46 | 11900917046 | ASHIKA DANGAL | P | P | P | A | P | P | P | P | P | P | P | P | P |
| 47 | 11900917047 | ARCHANA PANDA | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 48 | 11900917048 | ANIL PANDA | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 49 | 11900917049 | ANANYA BHADRA | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 50 | 11900917050 | AMIT GHATAK | P | P | A | P | P | A | P | P | A | P | P | P | P |
| 51 | 11900917051 | AMIRUL MD | A | A | P | P | A | P | P | P | P | P | P | P | P |
| 52 | 11900917052 | ABHISHEK KHARGA | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 53 | 11900917053 | ABHIJIT DEY | P | P | P | P | P | P | P | A | P | P | P | P | P |

ATTENDANCE SHEET (Tutorial)

Subject: Strategic Management
Semester: 4th

Subject Code: MB 402
Discipline: MBA

| | Roll No. | Name | 5/2/2018 | 19/02/2018 | 27/2/2018 | 8/3/2018 | 9/3/2018 | 12/3/2018 | 18/3/2018 | 19/3/2018 | 22/3/2018 |
|----|-------------|-----------------------|----------|------------|-----------|----------|----------|-----------|-----------|-----------|-----------|
| 1 | 11900917001 | VICKY DUTTA | A | A | P | P | A | A | P | P | P |
| 2 | 11900917002 | SUVANKAR NASKAR | A | P | P | A | P | P | P | P | P |
| 3 | 11900917003 | SUSHANTA DAN GURUNG | P | P | P | P | P | P | P | P | P |
| 4 | 11900917004 | SUMIT SINGH | A | P | A | P | P | P | P | P | P |
| 5 | 11900917005 | SUJOY DAS | P | P | A | A | P | P | P | P | P |
| 6 | 11900917006 | SUBHODEEP CHAKRABORTY | A | P | P | P | P | P | P | P | P |
| 7 | 11900917007 | SOUMYADEEP MITRA | P | P | P | P | P | P | P | P | P |
| 8 | 11900917008 | SOUMYA BANERJEE | P | P | A | A | P | P | A | P | P |
| 9 | 11900917009 | SIDDHARTHA TALUKDAR | P | P | P | P | P | P | P | A | P |
| 10 | 11900917010 | SHARMISTHA GHOSH | P | P | A | P | A | P | P | P | P |

| | | | | | | | | | | | |
|----|-------------|-----------------------|---|---|---|---|---|---|---|---|---|
| 11 | 11900917011 | SHAMBHAVI JHA | A | P | P | P | P | P | P | P | P |
| 12 | 11900917012 | SHAIMA ZAFIR | A | A | P | P | P | P | P | P | P |
| 13 | 11900917013 | SATYAKI GHOSH | P | P | P | P | P | P | P | P | P |
| 14 | 11900917014 | SAPTARSHI CHAKRABORTY | A | P | P | A | P | P | P | A | P |
| 15 | 11900917015 | SAGAR PRASAD | P | A | P | P | P | P | P | A | P |
| 16 | 11900917016 | ROSHAN KUMAR THAKUR | A | P | A | P | P | P | P | P | P |
| 17 | 11900917017 | RIKTAM SAHA | A | P | A | P | A | A | P | A | P |
| 18 | 11900917018 | RAJDEEP GHOSH | P | P | P | P | A | P | P | A | P |
| 19 | 11900917019 | PUSHKAR JHA | P | P | P | P | A | P | P | P | P |
| 20 | 11900917020 | PRIYANKA ROY | P | P | A | P | P | P | P | P | P |
| 21 | 11900917021 | PRIYANKA DUTTA | P | P | P | P | | P | P | P | P |
| 22 | 11900917022 | PRITI SAHA | A | | P | P | P | P | A | P | P |
| 23 | 11900917023 | PRASHANT KR JHA | P | P | P | P | P | P | P | P | A |
| 24 | 11900917024 | PARJEAL GURUNG | A | P | A | | P | P | P | A | |
| 25 | 11900917025 | PINKEY DEY | A | A | A | P | P | P | A | P | P |
| 26 | 11900917026 | PARTHA SARKAR | P | P | A | P | P | P | P | P | P |
| 27 | 11900917027 | NILIMI SEMA | A | P | P | P | P | P | P | | P |
| 28 | 11900917028 | NILADRI SEKHAR BARUA | A | A | A | P | P | P | P | P | P |
| 29 | 11900917029 | NAINA BHAGAT | A | A | P | P | P | P | P | P | |
| 30 | 11900917030 | MRIGAN GUPTA | P | P | A | P | P | P | P | P | P |
| 31 | 11900917031 | MOUSHUMI GHOSH | A | P | A | A | P | P | P | A | A |
| 32 | 11900917032 | MONIKA KUMARI | A | A | A | P | P | P | P | P | P |
| 33 | 11900917033 | MIRA SAHANI | A | A | P | P | P | P | P | P | P |
| 34 | 11900917034 | MAMONI SAHA | P | P | P | P | P | P | P | P | P |
| 35 | 11900917035 | MADHUPARNA CHATTERJEE | A | P | A | P | P | P | P | | P |
| 36 | 11900917036 | KOUSHIK PODDAR | P | A | A | P | A | P | P | P | P |
| 37 | 11900917037 | JYOTI GUPTA | A | P | P | P | P | P | P | P | P |
| 38 | 11900917038 | JAHINUR RAHAMAN | P | P | P | P | P | P | P | P | P |
| 39 | 11900917039 | HARSA SINGH | P | A | P | P | P | A | P | P | P |
| 40 | 11900917040 | GOPAL BISWAS | P | P | P | P | P | P | P | P | P |
| 41 | 11900917041 | CHANDRA KANTA KUMARI | P | P | A | P | P | P | P | P | P |
| 42 | 11900917042 | BASUNDHARA PRADHAN | P | P | P | P | P | P | P | P | P |
| 43 | 11900917043 | AYESHA GURUNG | P | P | P | A | P | P | | P | P |
| 44 | 11900917044 | AVISHEK TIWRI | A | A | P | P | P | P | P | P | P |
| 45 | 11900917045 | AVEEK SAHA | A | P | P | A | P | A | P | P | |
| 46 | 11900917046 | ASHIKA DANGAL | A | P | P | P | P | P | P | P | P |
| 47 | 11900917047 | ARCHANA PANDA | P | P | P | P | P | P | P | P | P |
| 48 | 11900917048 | ANIL PANDA | P | | P | P | P | A | P | P | P |
| 49 | 11900917049 | ANANYA BHADRA | P | P | P | P | P | P | P | P | P |
| 50 | 11900917050 | AMIT GHATAK | P | P | P | A | P | P | | P | P |
| 51 | 11900917051 | AMIRUL MD | A | A | P | P | P | P | P | P | P |
| 52 | 11900917052 | ABHISHEK KHARGA | A | P | P | A | P | A | P | P | |
| 53 | 11900917053 | ABHIJIT DEY | A | P | P | P | P | P | P | P | P |

Records of Assignment

| | | | |
|---|-----------------------------------|--|----------------------|
| NAME OF FACULTY Mr. DEBAYAN NANDI | DEPARTMENT M.B.A | SUBJECT: STRATEGIC MANAGEMENT CODE : MB 402 | SEMESTER: 4TH |
|---|-----------------------------------|--|----------------------|

| Sl. | Roll No. | Name | 20/3/18 | 5/4/18 | 17/4/18 | 27/4/18 |
|-----|-------------|-------------|-----------|-----------|-----------|-----------|
| 1 | 11900917001 | VICKY DUTTA | Submitted | Submitted | Submitted | Submitted |

| | | | | | | |
|----|-------------|-----------------------|-----------|---------------------|---------------------|---------------------|
| 2 | 11900917002 | SUVANKAR NASKAR | Submitted | Submitted | Submitted (delayed) | Submitted |
| 3 | 11900917003 | SUSHANTA DAN GURUNG | Submitted | Submitted | Submitted | Submitted |
| 4 | 11900917004 | SUMIT SINGH | Submitted | Submitted | Submitted | Submitted |
| 5 | 11900917005 | SUJOY DAS | Submitted | Submitted | Submitted | Submitted |
| 6 | 11900917006 | SUBHODEEP CHAKRABORTY | Submitted | Submitted | Submitted | Submitted (delayed) |
| 7 | 11900917007 | SOUMYADEEP MITRA | Submitted | Submitted | Submitted | Submitted |
| 8 | 11900917008 | SOUMYA BANERJEE | Submitted | Submitted | Submitted | Submitted |
| 9 | 11900917009 | SIDDHARTHA TALUKDAR | Submitted | Submitted (delayed) | Submitted | Submitted |
| 10 | 11900917010 | SHARMISTHA GHOSH | Submitted | Submitted | Submitted | Submitted |
| 11 | 11900917011 | SHAMBHAVI JHA | Submitted | Submitted | Submitted (delayed) | Submitted |
| 12 | 11900917012 | SHAIMA ZAFIR | Submitted | Submitted | Submitted | Submitted |
| 13 | 11900917013 | SATYAKI GHOSH | Submitted | Submitted | Submitted | Submitted |
| 14 | 11900917014 | SAPTARSHI CHAKRABORTY | Submitted | Submitted | Submitted | Submitted |
| 15 | 11900917015 | SAGAR PRASAD | Submitted | Submitted | Submitted | Submitted (delayed) |
| 16 | 11900917016 | ROSHAN KUMAR THAKUR | Submitted | Submitted | Submitted | Submitted |
| 17 | 11900917017 | RIKTAM SAHA | Submitted | Submitted | Submitted | Submitted |
| 18 | 11900917018 | RAJDEEP GHOSH | Submitted | Submitted (delayed) | Submitted | Submitted |
| 19 | 11900917019 | PUSHKAR JHA | Submitted | Submitted | Submitted | Submitted |
| 20 | 11900917020 | PRIYANKA ROY | Submitted | Submitted | Submitted (delayed) | Submitted |
| 21 | 11900917021 | PRIYANKA DUTTA | Submitted | Submitted | Submitted | Submitted |
| 22 | 11900917022 | PRITI SAHA | Submitted | Submitted | Submitted | Submitted |
| 23 | 11900917023 | PRASHANT KR JHA | Submitted | Submitted | Submitted | Submitted |
| 24 | 11900917024 | PARJEAL GURUNG | Submitted | Submitted | Submitted | Submitted (delayed) |
| 25 | 11900917025 | PINKEY DEY | Submitted | Submitted | Submitted | Submitted |
| 26 | 11900917026 | PARTHA SARKAR | Submitted | Submitted | Submitted | Submitted |
| 27 | 11900917027 | NILIMI SEMA | Submitted | Submitted (delayed) | Submitted | Submitted |
| 28 | 11900917028 | NILADRI SEKHAR BARUA | Submitted | Submitted | Submitted | Submitted |
| 29 | 11900917029 | NAINA BHAGAT | Submitted | Submitted | Submitted (delayed) | Submitted |
| 30 | 11900917030 | MRIGAN GUPTA | Submitted | Submitted | Submitted | Submitted |
| 31 | 11900917031 | MOUSHUMI GHOSH | Submitted | Submitted | Submitted | Submitted |
| 32 | 11900917032 | MONIKA KUMARI | Submitted | Submitted | Submitted | Submitted |
| 33 | 11900917033 | MIRA SAHANI | Submitted | Submitted | Submitted | Submitted (delayed) |
| 34 | 11900917034 | MAMONI SAHA | Submitted | Submitted | Submitted | Submitted |
| 35 | 11900917035 | MADHUPARNA CHATTERJEE | Submitted | Submitted | Submitted | Submitted |
| 36 | 11900917036 | KOUSHIK PODDAR | Submitted | Submitted (delayed) | Submitted | Submitted |
| 37 | 11900917037 | JYOTI GUPTA | Submitted | Submitted | Submitted | Submitted |
| 38 | 11900917038 | JAHINUR RAHAMAN | Submitted | Submitted | Submitted (delayed) | Submitted |
| 39 | 11900917039 | HARSA SINGH | Submitted | Submitted | Submitted | Submitted |
| 40 | 11900917040 | GOPAL BISWAS | Submitted | Submitted | Submitted | Submitted |
| 41 | 11900917041 | CHANDRA KANTA KUMARI | Submitted | Submitted | Submitted | Submitted |

| | | | | | | |
|----|-------------|--------------------|-----------|---------------------|---------------------|---------------------|
| 42 | 11900917042 | BASUNDHARA PRADHAN | Submitted | Submitted | Submitted | Submitted (delayed) |
| 43 | 11900917043 | AYESHA GURUNG | Submitted | Submitted | Submitted | Submitted |
| 44 | 11900917044 | AVISHEK TIWRI | Submitted | Submitted | Submitted | Submitted |
| 45 | 11900917045 | AVEEK SAHA | Submitted | Submitted (delayed) | Submitted | Submitted |
| 46 | 11900917046 | ASHIKA DANGAL | Submitted | Submitted | Submitted | Submitted |
| 47 | 11900917047 | ARCHANA PANDA | Submitted | Submitted | Submitted (delayed) | Submitted |
| 48 | 11900917048 | ANIL PANDA | Submitted | Submitted | Submitted | Submitted |
| 49 | 11900917049 | ANANYA BHADRA | Submitted | Submitted | Submitted | Submitted |
| 50 | 11900917050 | AMIT GHATAK | Submitted | Submitted (delayed) | Submitted | Submitted |
| 51 | 11900917051 | AMIRUL MD | Submitted | Submitted | Submitted | Submitted |
| 52 | 11900917052 | ABHISHEK KHARGA | Submitted | Submitted | Submitted (delayed) | Submitted |
| 53 | 11900917053 | ABHIJIT DEY | Submitted | Submitted (delayed) | Submitted | Submitted |

XII. INTERNAL ASSESMENT RECORD HR404; MAKAUT Even Semester 2019

| Sl. | Roll No. | Name | Attendance | | Internal Examination | | | Assignment / Quiz (5) | Total (30) |
|-----|-------------|-----------------------|------------|-------|----------------------|-----------------|-----------|-----------------------|------------|
| | | | Total | Marks | 1 st | 2 nd | Out of 20 | | |
| 1 | 11900917001 | VICKY DUTTA | 5 | 5 | 22 | 21 | 17 | 4 | 26 |
| 2 | 11900917002 | SUVANKAR NASKAR | 5 | 4 | 20 | 20 | 16 | 4 | 24 |
| 3 | 11900917003 | SUSHANTA DAN GURUNG | 5 | 5 | 20 | 20 | 16 | 5 | 26 |
| 4 | 11900917004 | SUMIT SINGH | 5 | 5 | 19 | 22 | 16 | 3 | 24 |
| 5 | 11900917005 | SUJOY DAS | 5 | 5 | 20 | 22 | 17 | 5 | 27 |
| 6 | 11900917006 | SUBHODEEP CHAKRABORTY | 5 | 5 | 20 | 17 | 15 | 3 | 23 |
| 7 | 11900917007 | SOUMYADEEP MITRA | 5 | 5 | 24 | 23 | 19 | 5 | 29 |
| 8 | 11900917008 | SOUMYA BANERJEE | 5 | 5 | 22 | 18 | 16 | 5 | 26 |
| 9 | 11900917009 | SIDDHARTHA TALUKDAR | 5 | 4 | 20 | 21 | 16 | 4 | 24 |
| 10 | 11900917010 | SHARMISTHA GHOSH | 5 | 5 | 22 | 21 | 17 | 4 | 26 |
| 11 | 11900917011 | SHAMBHAVI JHA | 5 | 4 | 20 | 20 | 16 | 4 | 24 |
| 12 | 11900917012 | SHAIMA ZAFIR | 5 | 5 | 20 | 20 | 16 | 5 | 26 |
| 13 | 11900917013 | SATYAKI GHOSH | 5 | 5 | 19 | 22 | 16 | 3 | 24 |
| 14 | 11900917014 | SAPTARSHI CHAKRABORTY | 5 | 5 | 20 | 22 | 17 | 5 | 27 |
| 15 | 11900917015 | SAGAR PRASAD | 5 | 5 | 20 | 17 | 15 | 3 | 23 |
| 16 | 11900917016 | ROSHAN KUMAR THAKUR | 5 | 5 | 24 | 23 | 19 | 5 | 29 |
| 17 | 11900917017 | RIKTAM SAHA | 5 | 5 | 22 | 18 | 16 | 5 | 26 |
| 18 | 11900917018 | RAJDEEP GHOSH | 5 | 4 | 20 | 21 | 16 | 4 | 24 |
| 19 | 11900917019 | PUSHKAR JHA | 5 | 5 | 22 | 21 | 17 | 4 | 26 |
| 20 | 11900917020 | PRIYANKA ROY | 5 | 4 | 20 | 20 | 16 | 4 | 24 |
| 21 | 11900917021 | PRIYANKA DUTTA | 5 | 5 | 20 | 20 | 16 | 5 | 26 |
| 22 | 11900917022 | PRITI SAHA | 5 | 5 | 19 | 22 | 16 | 3 | 24 |
| 23 | 11900917023 | PRASHANT KR JHA | 5 | 5 | 20 | 22 | 17 | 5 | 27 |
| 24 | 11900917024 | PARJEAL GURUNG | 5 | 5 | 20 | 17 | 15 | 3 | 23 |
| 25 | 11900917025 | PINKEY DEY | 5 | 5 | 24 | 23 | 19 | 5 | 29 |
| 26 | 11900917026 | PARTHA SARKAR | 5 | 5 | 22 | 18 | 16 | 5 | 26 |

| | | | | | | | | | |
|----|-------------|-----------------------|---|---|----|----|----|---|----|
| 27 | 11900917027 | NILIMI SEMA | 5 | 4 | 20 | 21 | 16 | 4 | 24 |
| 28 | 11900917028 | NILADRI SEKHAR BARUA | 5 | 5 | 22 | 21 | 17 | 4 | 26 |
| 29 | 11900917029 | NAINA BHAGAT | 5 | 4 | 20 | 20 | 16 | 4 | 24 |
| 30 | 11900917030 | MRIGAN GUPTA | 5 | 5 | 20 | 20 | 16 | 5 | 26 |
| 31 | 11900917031 | MOUSHUMI GHOSH | 5 | 5 | 19 | 22 | 16 | 3 | 24 |
| 32 | 11900917032 | MONIKA KUMARI | 5 | 5 | 20 | 22 | 17 | 5 | 27 |
| 33 | 11900917033 | MIRA SAHANI | 5 | 5 | 20 | 17 | 15 | 3 | 23 |
| 34 | 11900917034 | MAMONI SAHA | 5 | 5 | 24 | 23 | 19 | 5 | 29 |
| 35 | 11900917035 | MADHUPARNA CHATTERJEE | 5 | 5 | 22 | 18 | 16 | 5 | 26 |
| 36 | 11900917036 | KOUSHIK PODDAR | 5 | 4 | 20 | 21 | 16 | 4 | 24 |
| 37 | 11900917037 | JYOTI GUPTA | 5 | 5 | 22 | 21 | 17 | 4 | 26 |
| 38 | 11900917038 | JAHINUR RAHAMAN | 5 | 4 | 20 | 20 | 16 | 4 | 24 |
| 39 | 11900917039 | HARSA SINGH | 5 | 5 | 20 | 20 | 16 | 5 | 26 |
| 40 | 11900917040 | GOPAL BISWAS | 5 | 5 | 19 | 22 | 16 | 3 | 24 |
| 41 | 11900917041 | CHANDRA KANTA KUMARI | 5 | 5 | 20 | 22 | 17 | 5 | 27 |
| 42 | 11900917042 | BASUNDHARA PRADHAN | 5 | 5 | 20 | 17 | 15 | 3 | 23 |
| 43 | 11900917043 | AYESHA GURUNG | 5 | 5 | 24 | 23 | 19 | 5 | 29 |
| 44 | 11900917044 | AVISHEK TIWRI | 5 | 5 | 22 | 18 | 16 | 5 | 26 |
| 45 | 11900917045 | AVEEK SAHA | 5 | 4 | 20 | 21 | 16 | 4 | 24 |
| 46 | 11900917046 | ASHIKA DANGAL | 5 | 5 | 22 | 21 | 17 | 4 | 26 |
| 47 | 11900917047 | ARCHANA PANDA | 5 | 4 | 20 | 20 | 16 | 4 | 24 |
| 48 | 11900917048 | ANIL PANDA | 5 | 5 | 20 | 20 | 16 | 5 | 26 |
| 49 | 11900917049 | ANANYA BHADRA | 5 | 5 | 19 | 22 | 16 | 3 | 24 |
| 50 | 11900917050 | AMIT GHATAK | 5 | 5 | 24 | 23 | 19 | 5 | 29 |
| 51 | 11900917051 | AMIRUL MD | 5 | 5 | 22 | 18 | 16 | 5 | 26 |
| 52 | 11900917052 | ABHISHEK KHARGA | 5 | 4 | 20 | 21 | 16 | 4 | 24 |
| 53 | 11900917053 | ABHIJIT DEY | 5 | 5 | 22 | 21 | 17 | 4 | 26 |

XIII. NAME WITH ROLL NO.s OF STUDENT WHOSE ACADEMIC PERFORMANCE IS NOT SATISFACTORY

| Serial No | Roll No | Name of Student | Remedial measures taken by Teacher |
|-----------|-------------|-----------------------|---|
| 01 | 11900917006 | SUBHODEEP CHAKRABORTY | Guided him how to analyse the cases and explain since he was found confused with the pattern of answering |
| 02 | 11900917030 | MRIGAN GUPTA | Explained Levels of strategies as she was confused with the concept. |
| 03 | 11900917048 | ANIL PANDA | Explained strategic investment |
| 04 | 11900917051 | AMIRUL MD | Explained implementation of strategies |
| 05 | 11900917014 | SAPTARSHI CHAKRABORTY | Explained implementation of strategies |
| 06 | 11900917015 | SAGAR PRASAD | Explained de-merger concept |

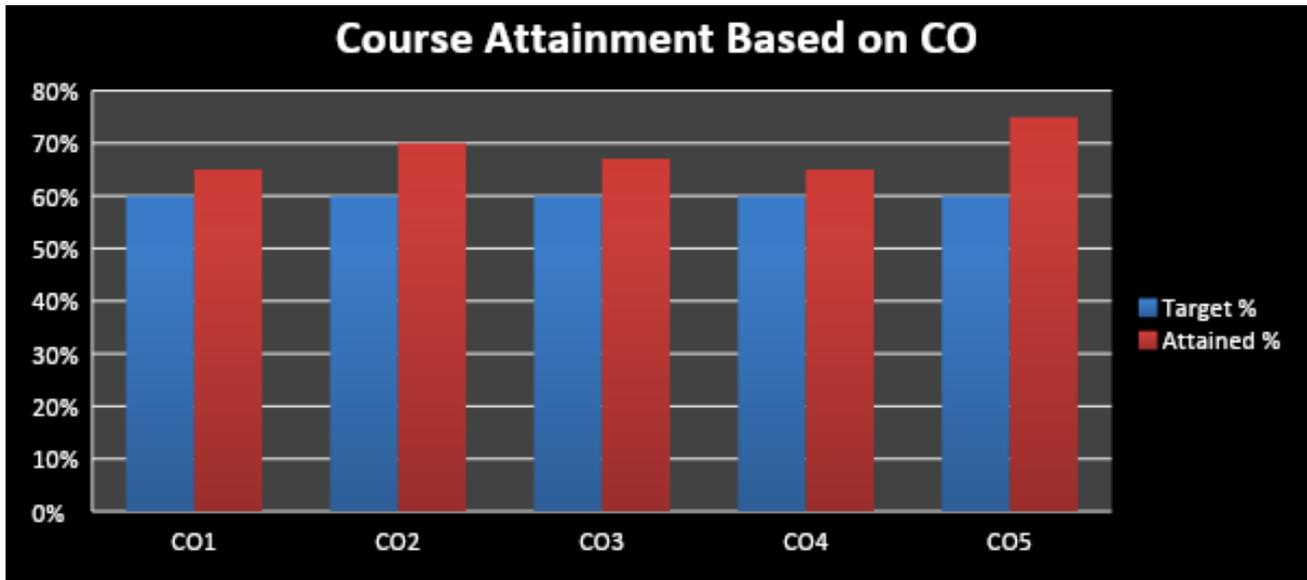
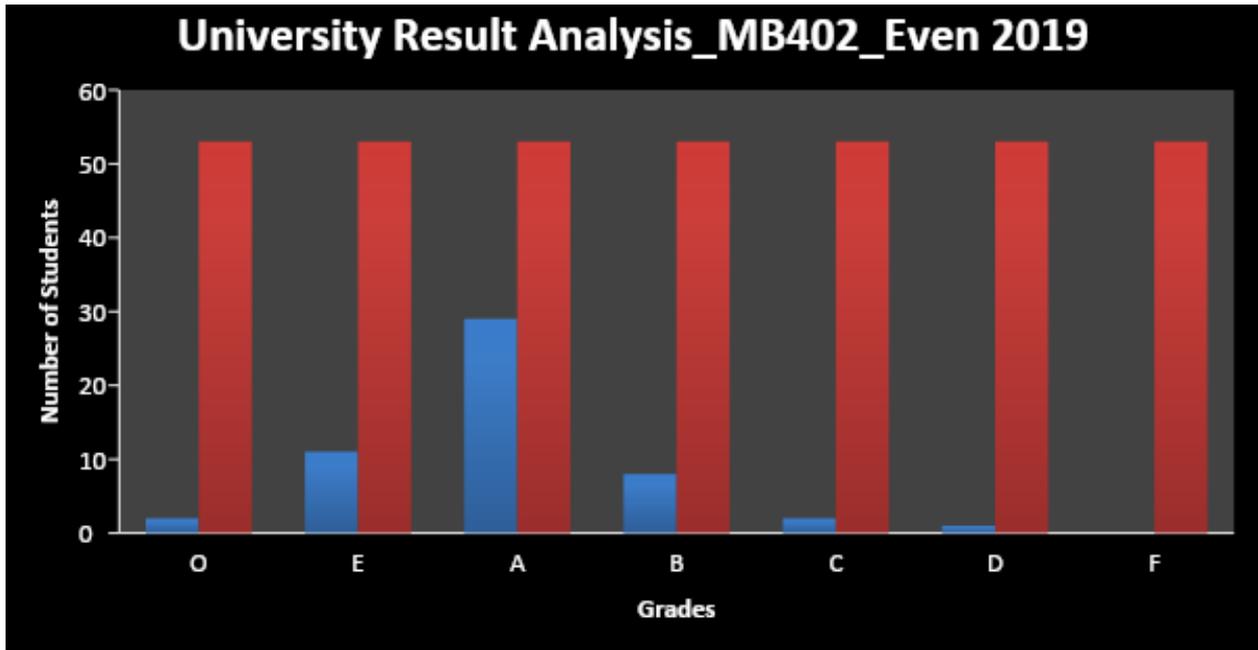
XIV. Records of activities for bright students :

NILIMI SEMA & SHAMBHAVI JHA performed very well in the exam and assignment

(XV) Analysis of Students performance in the course

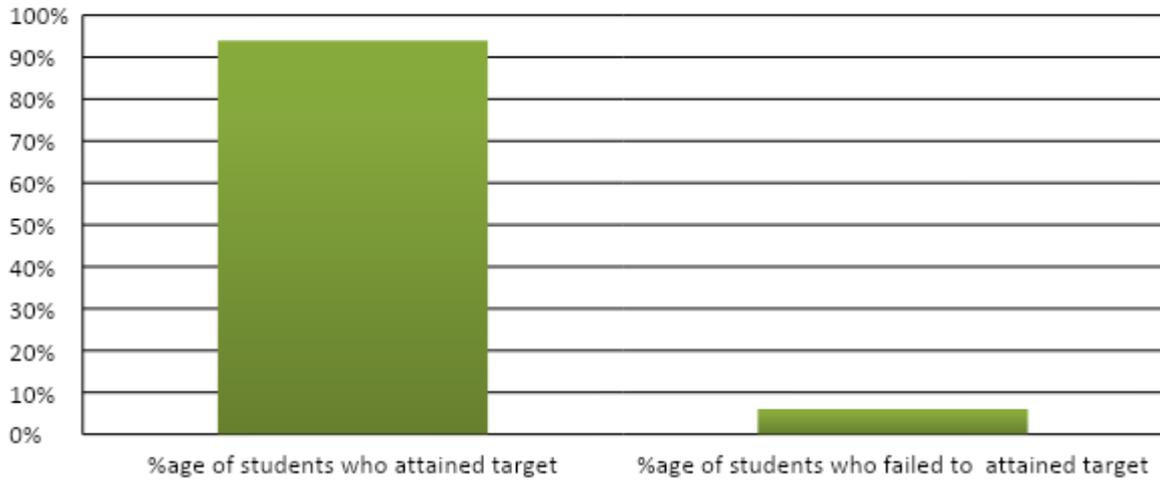
| Students | | Total |
|----------|-------------|-------|
| Grades | Achievement | |
| O | 2 | 53 |
| E | 11 | |
| A | 29 | |
| B | 8 | |
| C | 2 | |

| | |
|---|---|
| D | 1 |
| F | 0 |



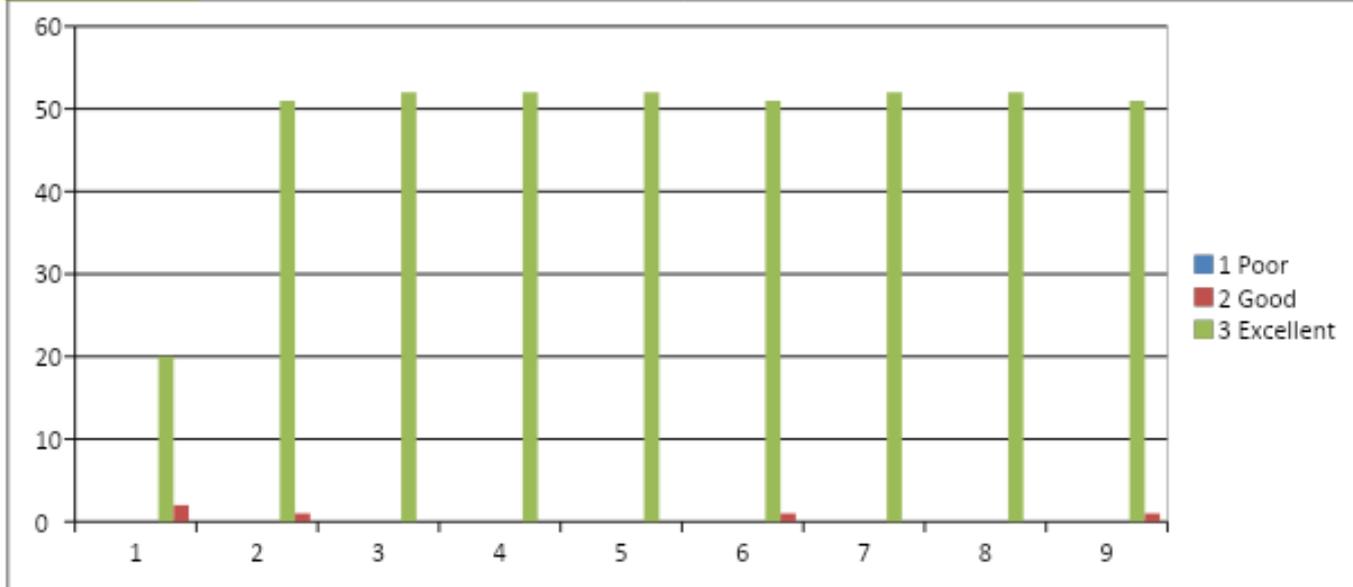
| | | |
|---|------------|-----------|
| Total No. of Students | 53 | 50 |
| %age of students who attained target | 94% | |
| %age of students who failed to attained target | 6% | |

Course Attainment

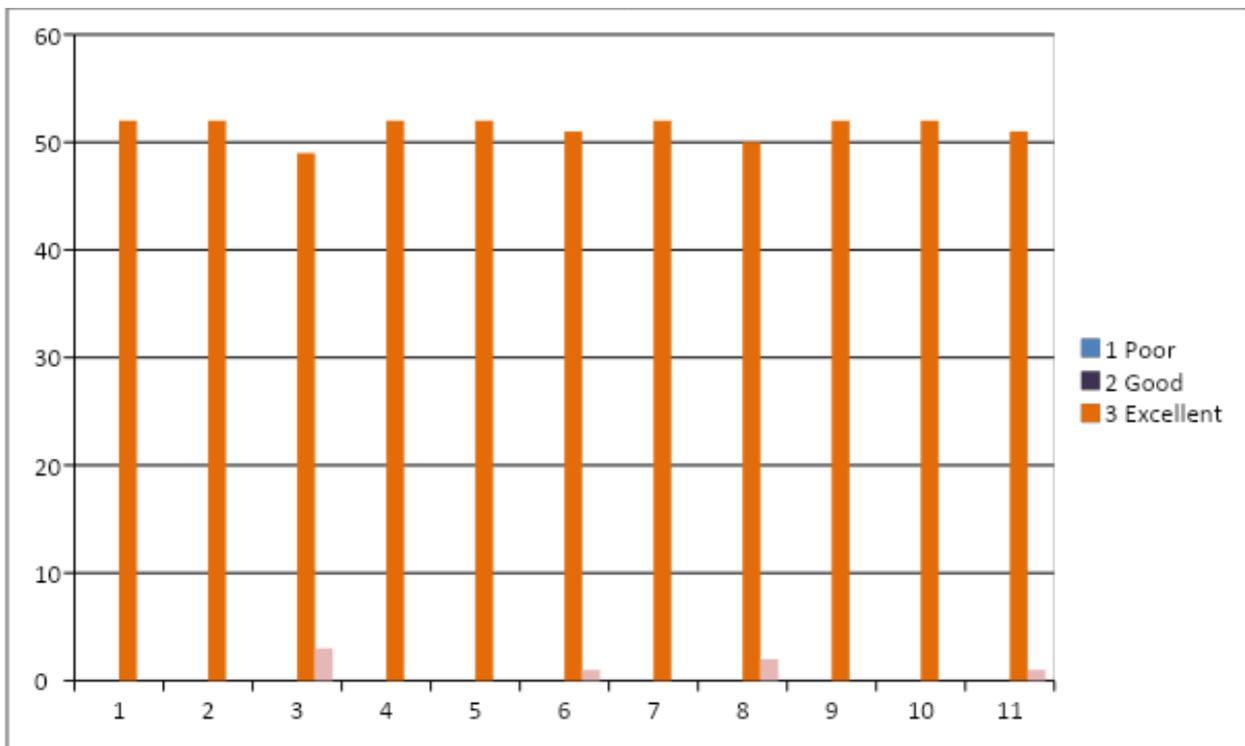


(xiii) Analysis of Student Feed Back: MB 402 Even Sem 2019

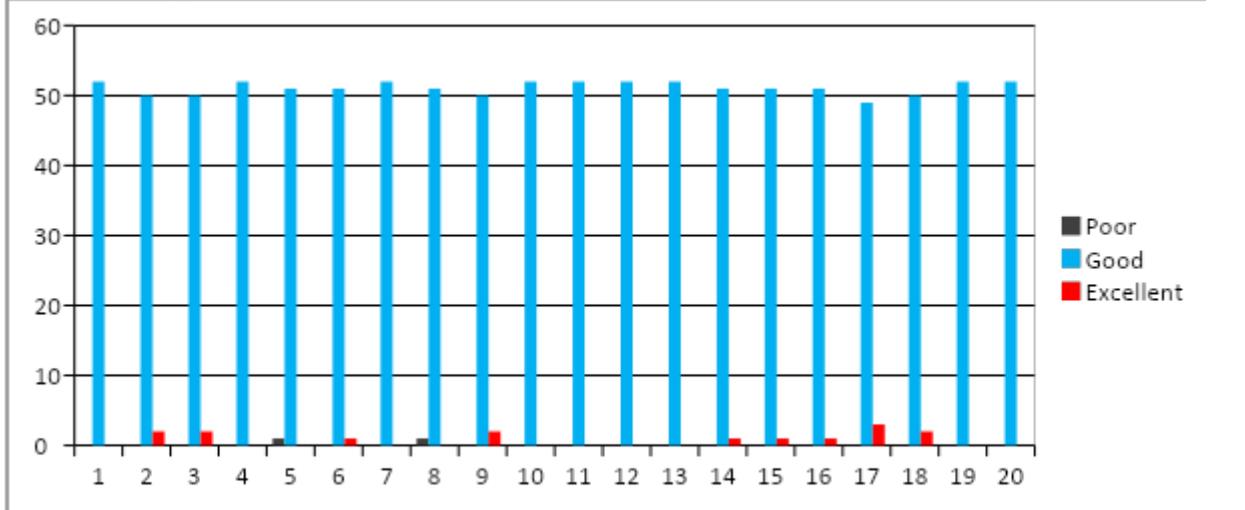
Summative



Formative



Course Survey



| CERTIFICATE | | | | |
|--|--------------------------|-------------------------------|-----------------------------|---------|
| I, the undersigned, have completed the course allotted to me as shown below | | | | |
| Sl. No. | Semester | Subject with Code | Total Units/ Chapters | Remarks |
| 01. | MBA 4 th 2019 | Strategic Management (MB-402) | 9 | |
| Date : 11/7/2019 | | | Signature of Faculty | |
| Submitted to HOD | | | | |
| Certificate by HOD | | | | |
| I, the undersigned, certify that.....has completed the course work allotted to him/ her satisfactorily/ not satisfactorily. | | | | |
| Date : 11/7/2019 | | | Signature of HOD | |

Submitted to Principal/Director

Date :

Signature of Principal/Director



**SILIGURI INSTITUTE OF TECHNOLOGY
MASTER OF BUSINESS ADMINISTRATION**



**COURSE FILE
4TH SEM, 2ND YEAR**

SESSION 2019 - 2020 (EVEN SEMESTER-2019)

**PAPER NAME : INDUSTRIAL RELATIONS
PAPER CODE: HR404 (HR SPECIALIZATION PAPER)
MBA [SYLLABUS FROM 2008 SESSION]**

Course File

Course Title: Industrial Relations

Code: HR404

Semester 4th , Year 2nd

Name of the Faculty: Debayan Nandi

E-mail: debaisit@gmail.com

Class Schedule of HR404 (Even Sem'2019)

| Lecture | | Tutorial/ Remedial class |
|------------------|---------------------|-----------------------------|
| Monday | 3.00 PM – 3.50 PM | |
| Tuesday | 12.30 PM – 1.20 PM | 4.40 – 5.10 pm |
| Wednesday | 10.50 AM – 11.40 AM | |
| Thursday | 2.10 PM – 3.00 PM | |
| Friday | | 1.30 – 2.10 pm |

Hours for meeting students:

| Day | Time |
|------------------|---------------------|
| Monday | 01.30 PM – 02.00 PM |
| Tuesday | 04.40 PM – 05.00 PM |
| Wednesday | 04.40 PM – 05.00 PM |
| Thursday | 01.30 PM – 02.00 PM |

i) Course Objective

- To investigate the nature of the relationship that exists between an employer and his or her employees – or the employment relationship, as it is generally known.
- To introduce students to the theories, institutions and practices of Industrial Relations.
- To examines the role and objectives of the main actors in the employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship

ii) Course Outcomes

- After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes.

The student will be able to:

| Description of Course Outcomes | | Target |
|--------------------------------|---|--------|
| CO1 | Demonstrate descriptive knowledge of the field of industrial relations. (<i>Knowledge, Comprehending, Remembering</i>) | 60% |
| CO2 | Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels (Knowledge, Comprehending, Applying) | 60% |
| CO3 | Recognize and consider the social, historical and equity issues within industrial relations. (<i>Comprehending, Applying</i>) | 60% |
| CO4 | Investigate solutions to industrial relations problems based on research and assessment of current practices. (<i>Analyzing</i>) | 60% |
| CO5 | Communicate the knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose. (<i>Analyzing, Evaluating</i>) | 60% |

- ii. Once the student has successfully complete this course, he/she must be able to answer the following questions or perform/demonstrate the following:

| Sl. | Question | BT Level |
|-----|--|----------|
| 1. | State the System Model of IR | BT 1 |
| 2. | Explain the Problems of Industrial Workers | BT 2 |
| 3. | Elucidate Origin, Growth, Structure and Management of Trade Unions | BT 3 |
| 4. | Analyze Role of Government and State, Role of Management, Role of Trade Unions. | BT 4 |
| 5. | State the features and relative merits & demerits of Settlement of Disputes | BT 2 |
| 6. | Give an analytical overview of Prerequisites, Process, Negotiating Skills and Strategies | BT 4 |
| 7. | Evaluate the role of Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker | BT 5 |
| 8. | State the Meaning & Features of Statutory and Non-Statutory Provisions of Labour Welfare | BT 1 |
| 9. | Elucidate the concepts of Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling | BT 5 |
| 10. | How do you Evaluate Wage Negotiation strategies ? | BT 3 |

iii) Topic/Unit/Chapter Layout

| Topic/Unit/Chapter | Lecture Hours | Tutorials/Remedial |
|--|---------------|---|
| Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR | 4 | System Model of IR |
| Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics) | 2 | Problems of Industrial Workers |
| Trade Unionism in India : Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations. | 4 | Unionisms, Employers' Organisations in India |
| Industrial Relations in India : Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions. | 6 | Role of Government |
| Industrial Disputes : Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery). | 4 | Settlement of Disputes |
| Collective Bargaining : Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement –content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India | 4 | Productivity Bargaining, Growth of Collective Bargaining in India |
| Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India. | 4 | Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM |
| Labour Welfare and Industrial Relations : Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India. | 4 | Conventions and its application in India, Workers' |
| Employee Discipline : Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling. | 4 | Grievance Handling |
| Case Studies - Wage Negotiation, Disciplinary Action, Industrial Disputes | 4 | Industrial Disputes |

IV) Textbooks

- Marchington, M. : Managing Industrial Relations, McGraw Hill.
- Monappa, Arun : Industrial Relations, Tata McGraw Hill.
- Ramaswamy, E. A. : Managing Human Resources, Oxford University Press.
- Venkata Ratnam, CS: Industrial Relations, OUP
- Govt. of India : Report of the National Commission on Labour

(v) Evaluation Scheme

1) Theory

| Evaluation Criteria | Marks |
|---------------------|-------|
| Internal Exam* | 50 |
| Assignment | 40 |
| Quiz | 10 |
| Attendance | 5 |
| University Exam | 70 |
| Total | 100 |

* Two internal examinations are conducted; based on those two tests, average of them are considered in a scale of 15.

V. Course target attainment levels:

| Attainment Level | Inference |
|--------------------|---|
| Attainment Level 1 | 40% of the students have attained more than the target level of that CO |
| Attainment Level 2 | 50% of the students have attained more than the target level of that CO |
| Attainment Level 3 | 60% of the students have attained more than the target level of that CO |

Overall Course Attainment Target = 70% of the students will get "A" Grade

Target has been set on the basis of last year's performance / result by the students, student quality this year and difficulty level of the course.

University Grading System:

| Grade | Marks |
|-------|---------------|
| O | 90% and above |
| E | 80 – 89.9% |
| A | 70 – 79.9% |
| B | 60 – 69.9% |
| C | 50 – 59.9% |
| D | 40 – 49.9% |
| F | Below 40% |

Course target attainment levels for university assessment:

| Target (No. of Students) | Target Level of CO (Marks) in point | Attainment Level |
|--------------------------|-------------------------------------|------------------|
| ≤ 49.9 % | 7 | 1 |
| 50 – 59.9 % | 7 | 2 |
| 60 % and above | 7 | 3 |

Overall Course Attainment Target = 60% of the students will get 7 points.

VI. Mapping of Course Outcomes and Program Outcomes:

| Course Outcomes | Program Outcomes | | | | | PSOs | |
|-----------------|------------------|-----|-----|-----|-----|------|------|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 |
| C HR404.1 | 1 | | | | 1 | 1 | |
| C HR404.2 | 1 | 1 | | 1 | 1 | | |
| C HR404.3 | | 1 | | 1 | | 1 | 1 |
| C HR404.4 | 1 | 1 | | | 1 | 1 | |
| C HR404.5 | | 1 | | | | 1 | |

1 = courses in which the student will be exposed to a topic (BT level 1& 2)

2 = courses in which students will gain competency in that area (BT level 3-4)

3 = courses in which students will master that skill (BT level 5-6)

CO1 to CO5 partially satisfies application of knowledge of scientific management in solving real life Shop floor Management problems. (PO1, PO2).

CO1 to CO4 partially satisfies the concept of individual and team work.

CO1 to CO5 partially satisfies the concept of applied management science, mathematics through mathematical & operations research tools and demonstrate proficiency in use of software to be required to practice Production/Operations related managerial profession.

(vii) Delivery Methodology

| Outcome | Method | Supporting Tools | Demonstration |
|-----------|----------------------------------|---|--------------------------------------|
| C HR404.1 | Structured, partially supervised | Power point presentation, real life example | Assignment, Quiz, Internal |
| C HR404.2 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |
| C HR404.3 | Structured, partially supervised | Class Lectures, Power point presentation | Assignment, Quiz, Internal |
| C HR404.4 | Structured, partially supervised | Class Lectures, Power point presentation | Tutorial, Assignment, Quiz, Internal |
| C HR404.5 | Structured, partially supervised | Class Lectures, real life example | Tutorial, Assignment, Quiz, Internal |

(viii) Assessment Methodology

| Outcome | Assessment Tool | Specific Question/activity aligned to the Outcome |
|---|-----------------|---|
| C.HR404.1, C.HR404.2, C.HR404.3, C.HR404.4, C.HR404.5 | Internal Test | <ol style="list-style-type: none"> 1. Discuss importance of IR in the industry 2. Explain the evolution of Trade Unionism in Indian industries 3. Analyze Role of Government and State, Role of Management, Role of Trade Unions 4. State the features and relative merits & demerits of Settlement of Disputes |

| | | |
|---|----------------------|--|
| | | <p>5. Evaluate the role of Workers'Participation Schemes in India – Works Committee, Joint Management Council, Worker</p> <p>6. Discuss Growth of Collective Bargaining in India</p> <p>7. Explain the steps of Productivity Bargaining,</p> <p>8 Discuss the objectives and benefits of Workers' Education Programmes in India</p> |
| C.HR404.2, C.HR404.3, C.HR404.4 | Assignment | <p>1. Explain the steps of Grievance Handling</p> <p>2. Give a brief account of Problems of Industrial Workers (absenteeism, commitment, Work Ethics)</p> <p>3. Write short notes on Managerial Associations</p> <p>4. Describe Labour Policy in Five Year Plans</p> |
| C.HR404.1, C.HR404.2, C.HR404.3, C.HR404.4, C.HR404.5 | End of Semester Test | <p>1. State the features and relative merits & demerits of Settlement of Disputes</p> <p>2. Evaluate the role of Workers'Participation Schemes in India – Works Committee, Joint Management Council, Worker</p> <p>Discuss importance of IR in the industry</p> <p>3. Explain the evolution of Trade Unionism in Indian industries</p> <p>4. Analyze Role of Government and State, Role of Management, Role of Trade Unions</p> <p>5. Explain Quality Circles – Concept and Practices in India.</p> <p>6. Discuss Growth of Collective Bargaining in India</p> <p>7. Explain the steps of Productivity Bargaining,</p> <p>8 Discuss the objectives and benefits of Workers' Education Programmes in India</p> <p>9. Case studies</p> <p>10. Distinguish between Tripartite and Bipartite agreements</p> <p>11. What are the different Approaches to IR ?</p> |

(ix) A. Weekly Lesson Plan

| Week | Lectures | Tutorial/ Remedial Class | Assignment |
|--------|--|--|---|
| Week 1 | Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR | System Model of IR | |
| Week 2 | Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics) Trade Unionism in India : Origin, Growth | Problems of Industrial Workers | Explain the steps of Grievance Handling |
| Week 3 | Trade Unionism in India : Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations. Industrial Relations in India : Labour Policy in Five Year Plans | Unionisms, Employers' Organisations in India | |
| Week 4 | Tripartism, Role of Government and State, Role of Management, Role of Trade Unions. | Role of Government | |
| Week 5 | Industrial Disputes : Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery). | Settlement of Disputes | Describe Labour Policy in Five Year Plans |

| | | | |
|---------|---|---|---|
| Week 6 | Collective Bargaining : Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India. | Productivity Bargaining, Growth of Collective Bargaining in India | |
| Week 7 | Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India. | Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM | Give a brief account of Problems of Industrial Workers (absenteeism, commitment, Work Ethics) |
| Week 8 | Labour Welfare and Industrial Relations : Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India | Statutory and Non-Statutory Provisions | |
| Week 9 | Employee Discipline : Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling | Disciplinary Action, Domestic Enquiry, Grievance Handling | Write short notes on Managerial Associations |
| Week 10 | Case Studies - Wage Negotiation, Disciplinary Action, Industrial Disputes | | |

B. Topic/Chapter wise Weekly Lesson Plan

| |
|--|
| <p>TOPIC/UNIT/ Module: I Title: Introduction to Industrial Relations Week No 1</p> |
| <p>CONTENTS Discussion of Course outcome and program outcome. Introduction to Industrial Relations</p> |
| <p>Topic/Unit/Chapter Objectives Broad Objectives of the chapter/topic are: 1. To be familiar with the basic characteristics of industrial relations 2. To aware & conceptualize model of IR</p> |
| <p>Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy): 1. Explain Concept of IR [L1] 2. Discuss Parties to IR [L2] 3. Describe System Model of IR [L3] 4. Elucidate different Approaches to IR [L4]</p> |

| |
|---|
| <p>TOPIC/UNIT/ Module: I Title: Industrial Worker in India Week No 2</p> |
| <p>CONTENTS Discussion of Course outcome and program outcome. Introduction to Industrial Relations</p> |
| <p>Topic/Unit/Chapter Objectives Broad Objectives of the chapter/topic are: 1. To be familiar with the basic characteristics of industrial relations 2. To aware & conceptualize model of IR</p> |
| <p>Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy): 1. Explain Rise of Industrial Workers, Profile of Industrial Workers in India [L1] 2. Problems of Industrial Workers (absenteeism, commitment, Work Ethics) [L2] 3. Describe Origin and Growth of Trade Unionism in India [L3] 4. Elucidate Structure of Trade Union [L4]</p> |

TOPIC/UNIT/ Module: I
Title: **Trade Unionism in India**
Week No 3

CONTENTS

Discussion on Industrial Worker in India

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

Industrial Worker in India &
Introduction of Trade Unionism in India

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Management of Trade Unions. [L1]
2. Explain the factors determining Recognitions, Leadership in Trade Unions. [L2]
3. Explain Employers Organisations in India [L3]
4. Explain Managerial Associations [L4]

TOPIC/UNIT/ Module:I
Title: Labour Policy of India
Week No 4

Topic/Unit/Chapter Objectives

Broad Objectives of the chapter/topic are:

1. Labour Policy of India
2. Role of Central & State Government

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Labor Policy in Five Year Plans (L1)
2. Tripartism (L2)
3. Role of Government and State, Role of Management, [L3]
4. Role of Trade Unions [L4]

TOPIC/UNIT/ Module:I
Title: **Industrial Relations in India**
Week No 5

CONTENTS

Different Industrial Disputes

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Details of Role of Managers to resolve industrial disputes
2. How to Settle of Disputes?
3. How to Conduct Structural Implementation, Functional Implementation?

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain Causes of Industrial Disputes, [L1]
2. Explain the Types of Industrial Disputes, [L2]
3. Explain the Trends of Industrial Disputes [L3]
4. Settlement of Disputes (Internal Options, Third Party Machinery). [L4]

TOPIC/UNIT/ Module: I
Title: **Industrial Disputes**
Week No 6

CONTENTS

Concept and application of Collective Bargaining

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Implementation of Collective Bargaining
2. Strategic actions for Productivity Bargaining

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the conceptual basics behind Theories, Prerequisites, [L1]
2. Explain the conceptual basics behind Process, Negotiating Skills and Strategies, Agreement content, [L2]
3. Explain Validity, Implementation, Productivity Bargaining, [L3]
4. Explain Growth of Collective Bargaining in India [L4]

TOPIC/UNIT/ Module : II

Title: **Collective Bargaining**

Week No 7

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Concept of WPM
2. Different schemes of WPM
3. To be familiar with Quality Circles

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Explain the WPM Concept, Purpose and Practices in other countries [L1]
2. Workers Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council [L2]
3. EPM; Problems and Prospects in India [L3]
4. Discuss the Quality Circles – Concept and Practices in India [L4]

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. Concept of WPM
2. Different schemes of WPM
3. To be familiar with Quality Circles

TOPIC/UNIT/ Module : II

Title: **Workers' Participation in Management**

Week No 8

CONTENTS

Labour Welfare and Industrial Relations

Topic/Unit/Chapter Objectives:

Broad Objectives of the chapter/topic are:

1. To be familiar with the different provisions of labour welfare
2. To be familiar with Workers Education schemes

Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy):

1. Concept, Purpose of Labour Welfare [L1]
2. Mention the Statutory and Non-Statutory Provisions of Labour Welfare. [L2]
3. To understand the ILO Conventions and its application in India [L3]
4. Workers' Education Programmes in India [L4]

TOPIC/UNIT/ Module : II

Title: **Labour Welfare and Industrial Relations**

Week No 9

| |
|--|
| CONTENTS Employee Discipline |
| Topic/Unit/Chapter Objectives: Broad Objectives of the chapter/topic are: 1. To familiar with real life problems 2. To be able to take strategic decisions in adverse situations |
| Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy): 1. Meaning & Types of Employee Discipline, 2. Misconduct, Disciplinary Action, 3. Domestic Enquiry, 4. Grievance Handling |

| |
|--|
| TOPIC/UNIT/ Module : II Title: Case Studies Week No 10 |
| CONTENTS Case Studies |
| Topic/Unit/Chapter Objectives: Broad Objectives of the chapter/topic are: 1. To familiar with real life problems 2. To be able to take strategic decisions in adverse situations |
| Once the student has completed this topic/ chapter he/she will be able to answer following questions/perform the following activities with Levels of Bloom's Taxonomy): 1. Case on Wage Negotiation 2. Case on Disciplinary Action 3. Case on Industrial Disputes 4. Presentation |

COMBINED DAILY LESSON PLAN & EXECUTION REPORT

| | | | |
|---|----------------------------|---|----------------------|
| NAME OF FACULTY Mr. DEBAYAN NANDI | DEPARTMENT M.B.A | SUBJECT: Industrial Relations CODE : HR404 | SEMESTER: 4TH |
|---|----------------------------|---|----------------------|

| Sl. No. | Lecture No | Unit No | Topic Description (to be quoted from syllabus) | Planned Date | Execution Date | Teaching Pedagogy | |
|---------|------------|---------|--|--------------|----------------|---|--------------------------------------|
| 1 | 1 | 1 | Explain Concept of IR | 11/2/19 | 13/2/19 | Traditional Chalk & Talk using Black board + PPT presentation | |
| | 2 | | Discuss Parties to IR | 13/2/19 | 15/2/19 | | |
| | 3 | | Describe System Model of IR | 16/2/19 | 16/2/19 | | |
| | 4 | | Elucidate different Approaches to IR | 19/2/19 | 19/2/19 | | |
| 2 | 5 | 2 | Explain Rise of Industrial Workers, Profile of Industrial Workers in India | 20/2/19 | 26/2/19 | | |
| | 6 | | Problems of Industrial Workers (absenteeism, commitment, Work Ethics) | 22/2/19 | 27/2/19 | | |
| 3 | 8 | 3 | Describe Origin and Growth of Trade Unionism in India | 23/2/19 | 1/3/19 | | |
| | 9 | | Elucidate Structure of Trade Union | 26/2/19 | 2/3/19 | | |
| 4 | 10 | 4 | Explain Management of Trade Unions. | 27/2/19 | 5/3/19 | | Traditional Chalk & Talk using Black |
| | 11 | | Explain the factors determining Recognitions, Leadership in Trade Unions. | 1/3/19 | 12/3/19 | | |

| | | | | | | |
|----|----|----|---|---------|---------|---|
| | 12 | | Explain Employers Organisations in India | 2/3/19 | 15/3/19 | board + PPT presentation |
| | 13 | | Explain Managerial Associations | 5/3/19 | 16/3/19 | |
| | 14 | | Labor Policy in Five Year Plans | 6/3/19 | 19/3/19 | |
| | 15 | | Tripartism | 8/3/19 | 20/3/19 | |
| 5 | 16 | 5 | Role of Government and State in Labor Policy | 9/3/19 | 22/3/19 | |
| | 17 | | Role of Management in Labor Policy | 10/3/19 | 24/3/19 | |
| | 18 | | Role of Trade Unions in Labour Policy | 12/3/19 | 26/3/19 | |
| 6 | 19 | 6 | Explain Causes of Industrial Disputes | 15/3/19 | 2/4/19 | |
| | 20 | | Explain the Types of Industrial Disputes | 16/3/19 | 3/4/19 | |
| 7 | 21 | 7 | Explain the Trends of Industrial Disputes | 19/3/19 | 5/4/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 22 | | Settlement of Disputes (Internal Options, Third Party Machinery). | 20/3/19 | 6/4/19 | |
| | 23 | | Explain the conceptual basics behind Theories, Prerequisites | 22/3/19 | 8/4/19 | |
| | 24 | | Explain the conceptual basics behind Process, Negotiating Skills and Strategies, Agreement content | 23/3/19 | 13/4/19 | |
| | 25 | | Explain Validity, Implementation, Productivity Bargaining, | 25/3/19 | 16/4/19 | |
| | 26 | | Explain Growth of Collective Bargaining in India | 26/3/19 | 17/4/19 | |
| 8 | 27 | 8 | Explain the WPM Concept, Purpose and Practices in other countries | 2/4/19 | 19/4/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 28 | | Workers Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council | 3/4/19 | 20/4/19 | |
| | 29 | | EPM; Problems and Prospects in India | 5/4/19 | 23/4/19 | |
| | 30 | | Discuss the Quality Circles – Concept and Practices in India | 6/4/19 | 24/4/19 | |
| | 31 | | Concept, Purpose of Labour Welfare | 8/4/19 | 25/4/19 | |
| 9 | 32 | 9 | Mention the Statutory and Non-Statutory Provisions of Labour Welfare. | 9/4/19 | 27/4/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 33 | | To understand the ILO Conventions and its application in India | 12/4/19 | 30/4/19 | |
| | 34 | | Workers' Education Programmes in India | 13/4/19 | 1/5/19 | |
| | 35 | | Meaning & Types of Employee Discipline | 16/4/19 | 3/5/19 | |
| | 36 | | Misconduct, Disciplinary Action | 17/4/19 | 7/5/19 | |
| 10 | 37 | 10 | Domestic Enquiry | 19/4/19 | 8/5/19 | Traditional Chalk & Talk using Black board + PPT presentation |
| | 38 | | Grievance Handling | 20/4/19 | 10/5/19 | |
| | 39 | | Case on Wage Negotiation & Disciplinary Action | 23/4/19 | 11/5/19 | |
| | 40 | | Case on Industrial Disputes | 24/4/19 | 12/5/19 | |

x) Teaching Strategy/Method (describes instructional methods, usage of ICT, efficient and engaging instructions and displays the best practices on institutional website)

- Learning by real life case incidents (from Economic Times , Business Line, HBR)
- Learning by question and answering
- Learning by different current industry business models in local areas
- Learning by team work (think, pair, share)
- Learning by solving numerical problems
- Learning by good video lectures and animation

(x.a) Strategy to support weak students

- Involve them in such real life based live business project work/designing of business plan
- Engage some bright students to put attention on their friends i.e. weak students Encouraging them to express their point of trouble

| | | | | | | | | | | | | | | | |
|---|-------------|-----------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4 | 11900917031 | MOUSHUMI GHOSH | P | P | P | P | P | P | A | P | P | P | P | A | P |
| 5 | 11900917035 | MADHUPARNA CHATTERJEE | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 6 | 11900917039 | HARSA SINGH | P | P | P | P | A | P | P | P | P | P | P | P | P |
| 7 | 11900917041 | CHANDRA KANTA KUMARI | P | P | P | P | P | P | P | P | P | P | P | P | P |
| 8 | 11900917042 | BASUNDHARA PRADHAN | P | P | P | P | P | P | P | A | P | P | P | P | P |
| 9 | 11900917046 | ASHIKA DANGAL | P | P | P | P | P | P | P | A | P | P | P | P | P |

ATTENDANCE SHEET (Tutorial)

| | Roll No. | Name | 5/2/2019 | 19/02/2019 | 27/2/2019 | 8/3/2019 | 19/3/2019 | 12/4/2019 | 18/4/2019 | 29/4/2019 | 2/5/2019 |
|---|-------------|-----------------------|----------|------------|-----------|----------|-----------|-----------|-----------|-----------|----------|
| 1 | 11900917011 | SHAMBHAVI JHA | P | P | P | P | P | P | P | P | P |
| 2 | 11900917025 | PINKEY DEY | A | P | A | P | P | P | P | P | P |
| 3 | 11900917027 | NILIMI SEMA | P | P | P | P | A | P | P | P | P |
| 4 | 11900917031 | MOUSHUMI GHOSH | A | P | P | P | P | P | P | A | P |
| 5 | 11900917035 | MADHUPARNA CHATTERJEE | A | A | P | P | P | P | P | P | A |
| 6 | 11900917039 | HARSA SINGH | P | A | A | P | A | P | P | P | P |
| 7 | 11900917041 | CHANDRA KANTA KUMARI | P | P | P | P | P | P | P | P | P |
| 8 | 11900917042 | BASUNDHARA PRADHAN | P | P | A | P | P | P | P | P | P |
| 9 | 11900917046 | ASHIKA DANGAL | P | P | P | A | P | P | A | P | P |

Records of Assignment

Subject with code: IR (HR404)
Semester :4th

Section: HR
Discipline: MBA

| Sl. | Roll No. | Name | 20/3/19 | 5/4/19 | 17/4/19 | 27/4/19 |
|-----|-------------|-----------------------|-----------|---------------------|---------------------|---------------------|
| 1 | 11900917011 | SHAMBHAVI JHA | Submitted | Submitted | Submitted | Submitted |
| 2 | 11900917025 | PINKEY DEY | Submitted | Submitted | Submitted (delayed) | Submitted |
| 3 | 11900917027 | NILIMI SEMA | Submitted | Submitted | Submitted | Submitted |
| 4 | 11900917031 | MOUSHUMI GHOSH | Submitted | Submitted | Submitted | Submitted |
| 5 | 11900917035 | MADHUPARNA CHATTERJEE | Submitted | Submitted | Submitted | Submitted |
| 6 | 11900917039 | HARSA SINGH | Submitted | Submitted | Submitted | Submitted (delayed) |
| 7 | 11900917041 | CHANDRA KANTA KUMARI | Submitted | Submitted | Submitted | Submitted |
| 8 | 11900917042 | BASUNDHARA PRADHAN | Submitted | Submitted | Submitted | Submitted |
| 9 | 11900917046 | ASHIKA DANGAL | Submitted | Submitted (delayed) | Submitted | Submitted |

XII. INTERNAL ASSESMENT RECORD HR404; MAKAUT Even Semester 2019

| Sl. | Roll No. | Name | Attendance | | Internal Examination | | | Assignment / Quiz (5) | Total (30) |
|-----|-------------|-----------------------|------------|-------|----------------------|-----------------|-----------|-----------------------|------------|
| | | | Total | Marks | 1 st | 2 nd | Out of 20 | | |
| 1 | 11900917011 | SHAMBHAVI JHA | 5 | 5 | 22 | 21 | 17 | 4 | 26 |
| 2 | 11900917025 | PINKEY DEY | 5 | 4 | 20 | 20 | 16 | 4 | 24 |
| 3 | 11900917027 | NILIMI SEMA | 5 | 5 | 20 | 20 | 16 | 5 | 26 |
| 4 | 11900917031 | MOUSHUMI GHOSH | 5 | 5 | 19 | 22 | 16 | 3 | 24 |
| 5 | 11900917035 | MADHUPARNA CHATTERJEE | 5 | 5 | 20 | 22 | 17 | 5 | 27 |
| 6 | 11900917039 | HARSA SINGH | 5 | 5 | 20 | 17 | 15 | 3 | 23 |
| 7 | 11900917041 | CHANDRA KANTA KUMARI | 5 | 5 | 24 | 23 | 19 | 5 | 29 |
| 8 | 11900917042 | BASUNDHARA PRADHAN | 5 | 5 | 22 | 18 | 16 | 5 | 26 |

| | | | | | | | | | |
|---|-------------|---------------|---|---|----|----|----|---|----|
| 9 | 11900917046 | ASHIKA DANGAL | 5 | 4 | 20 | 21 | 16 | 4 | 24 |
|---|-------------|---------------|---|---|----|----|----|---|----|

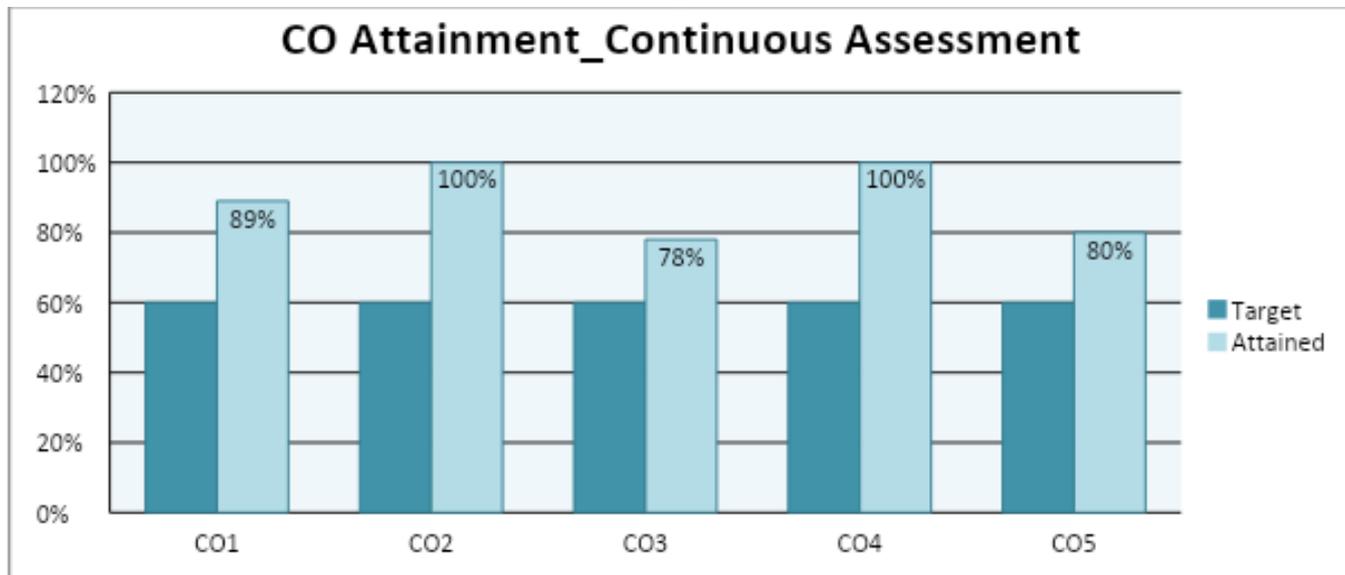
XIII. NAME WITH ROLL NO.s OF STUDENT WHOSE ACADEMIC PERFORMANCE IS NOT SATISFACTORY

| Serial No | Roll No | Name of Student | Remedial measures taken by Teacher |
|-----------|-------------|-----------------------|--|
| 01 | 11900917011 | SHAMBHAVI JHA | Explained Employers Union |
| 02 | 11900917031 | MOUSHUMI GHOSH | Explained Grievance handling procedure |
| 03 | 11900917035 | MADHUPARNA CHATTERJEE | Explained Trade union movements in India |
| 04 | 11900917041 | CHANDRA KANTA KUMARI | Explained Collective Bargaining steps |

XIV. Records of activities for bright students : Shambhavi Jha & Nilimi Sema were found doing very good in the internal exams.

(XV) Analysis of Students performance in the course

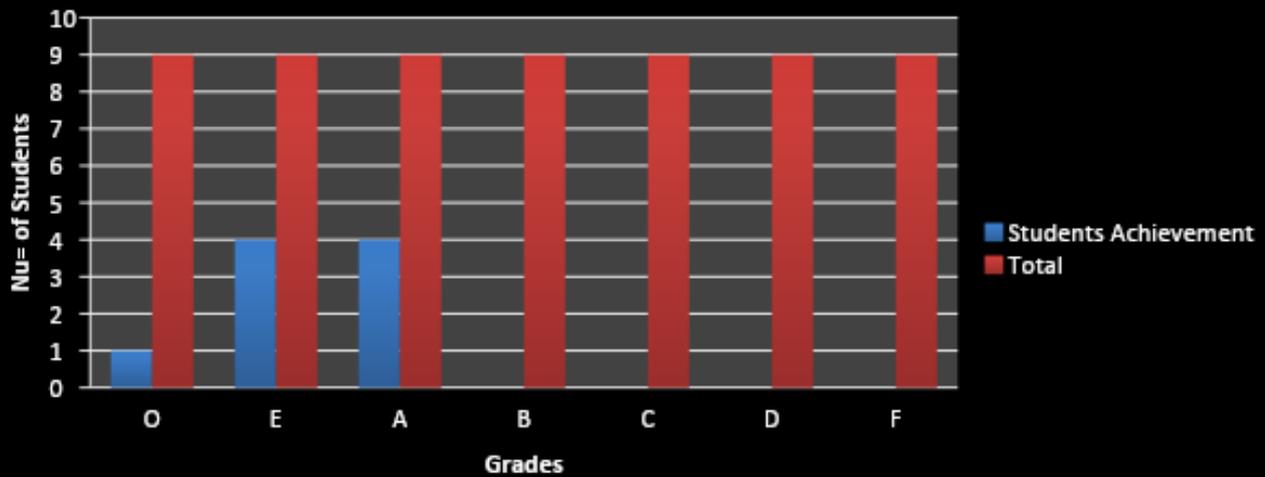
INTERNAL ASSESSMENT



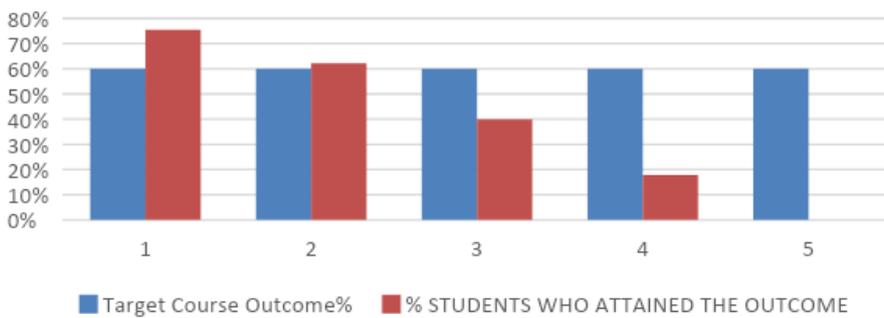
UNIVERSITY EXAMINATION

| Grades | Students Achievement | Total |
|--------|----------------------|-------|
| O | 1 | 9 |
| E | 4 | 9 |
| A | 4 | 9 |
| B | 0 | 9 |
| C | 0 | 9 |
| D | 0 | 9 |
| F | 0 | 9 |

University Result Analysis_Even Sem 2019_Industrial Relations



Course Attainment by students based on COs

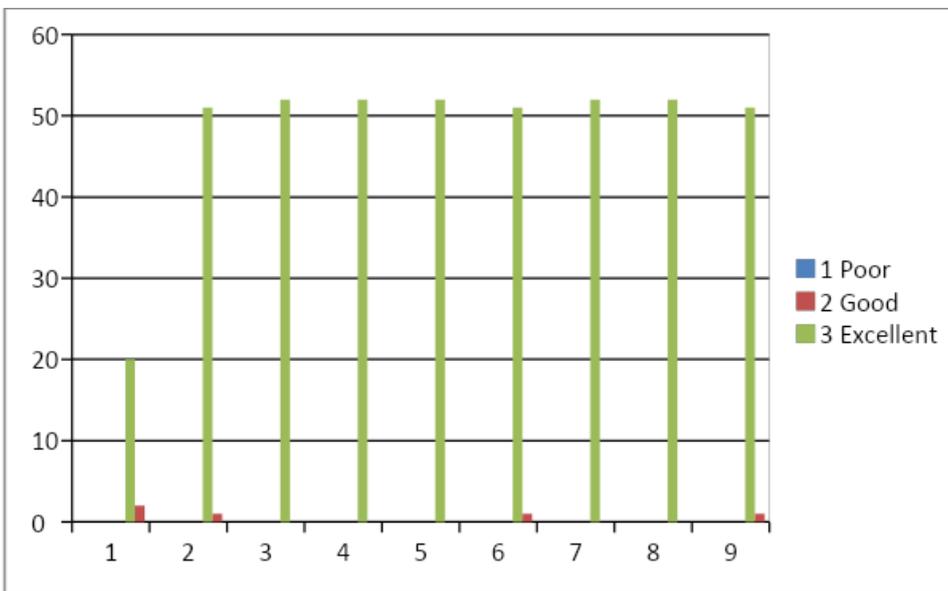


Percentage of Students Achieved the Targeted Course Attainment: 100%

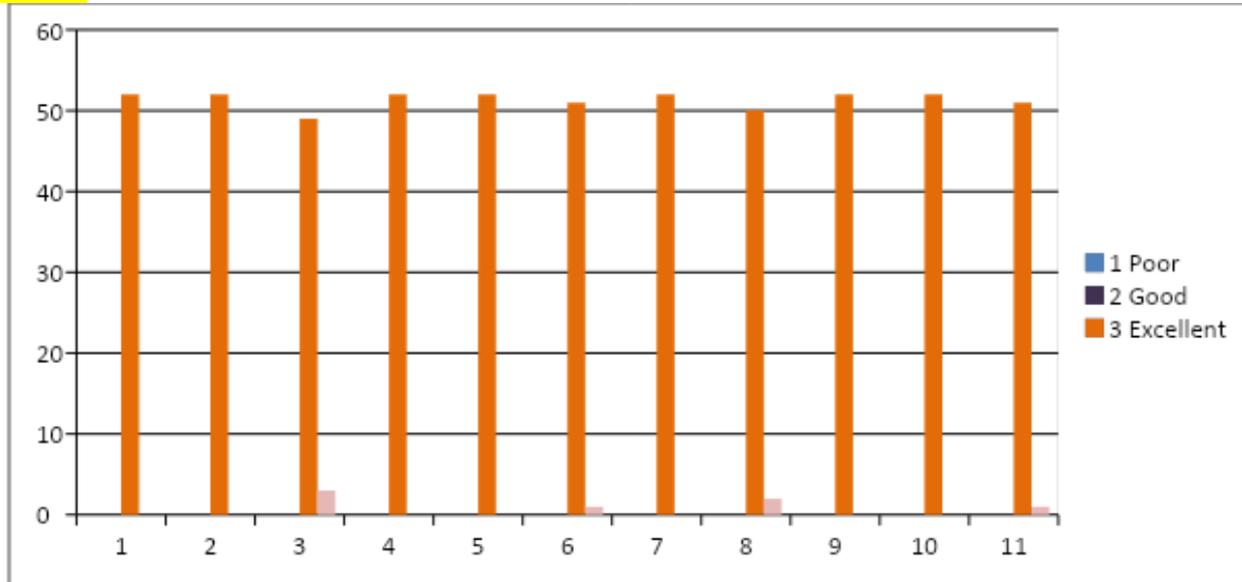
| | | | |
|--------------------------------------|--|------|---|
| Total No. of Students | | 9 | 9 |
| %age of students who attained target | | 100% | 9 |

(XVI) Analysis of Student Feed Back: MB 402 Even Sem 2019

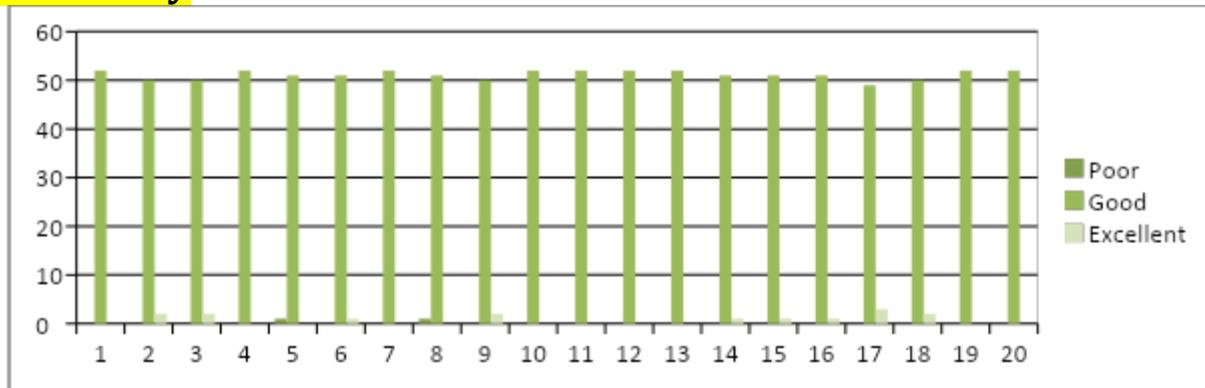
Summative



Formative



Course Survey



(XVII) Teacher Self-Assessment (at the completion of course)

Students were found more interested to know the present practices that take place at various industries. Interest towards typical theoretical aspects was found very less.

(XVIII) Recommendations/Suggestions for improvement by faculty

Revision of the syllabus is very much required

| CERTIFICATE | | | | |
|--|--------------------------|------------------------------|--|----------------|
| I, the undersigned, have completed the course allotted to me as shown below | | | | |
| Sl. No. | Semester | Subject with Code | Total Units/ Chapters | Remarks |
| 01. | MBA 4 th 2019 | Industrial Relations (HR404) | 10 | |
| Date : 22/8/2019 | | | Signature of Faculty | |
| Submitted to HOD | | | | |
| Certificate by HOD | | | | |
| I, the undersigned, certify that.....has completed the course work allotted to him/ her satisfactorily/ not satisfactorily. | | | | |
| Date : 22/8/2019 | | | Signature of HOD | |
| Submitted to Principal/Director | | | | |
| Date : | | | Signature of Principal/Director | |