

Semester IV

<u>Business Excellence</u>	
Type: Major Mandatory	Course Credit: 4
Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100	

Description: This Subject focuses on the principles and practices necessary to lead organisations towards achieving outstanding performance and sustainable competitive advantage. The focus is on achieving superior performance in all aspects of its business operations. It involves aligning the efforts of continuous improvements, towards achieving the organization's goals and ensuring that all processes, systems, and people are working together effectively to deliver value to customers, stakeholders, and the organization as a whole. Business Excellence aims at continuous improvement in the critical business parameters.

Learning Objectives:

1. To enable the students to understand the concept of Business Excellence and its importance in organisational success.
2. Students will learn various Business Excellence models and its implementation strategy.
3. Students will learn role of leadership in promoting culture of excellence and skills to lead and manage change initiatives.

Learning Outcomes

1. Students will be able to develop strategic plans that align with principles of Business Excellence, ensuring sustainable organisational growth and performance.
2. Students will be able to critically analyze and diagnose organizational challenge and apply relevant Business Excellence models for improvement.
3. The students will be equipped with the understanding of various tools, those can be leveraged to improve Manufacturing, Process, Service and Operations efficiency, in line with Organisational goal and Business Sustainability.

Definition and Concepts of Business Excellence

Importance of Business Excellence in HR; Evolution of various Business Excellence Models e.g. Malcolm Baldrige Business Excellence Model; Linkage between HR and Business Excellence & it's importance.

Business Excellence Model

Meaning and importance of Organisational Core Values; Criteria for Building Core Values and Organisation's performance; Embedding and linkages of Core Values in the Systematic Process; Role of BEM in increasing the competitiveness of Companies.

Structure of Business Excellence Models:

Intent of Organisation, Profile, Description, Situation, Purpose, Vision, Mission, Goals; Leadership Roles & Responsibilities, Governance and Societal commitments; Strategic Planning, Customer Driven Excellence, Operational Performance Improvement and Innovation, SWOT analysis, Optimisation of Resources, Strategy development & implementation; Customer Focus, Capturing Voice of Customer, Customer Engagement; Measurement, Analysis and Knowledge Management; Measurement, Analysis, Improvement of Organisational Performance; Management of Information, Knowledge and Information Technology; Workforce Focus, Building an effective & supportive Workforce Environment, Engaging with workforce to achieve Organisational and

personal success; Operations Focus, Designing, managing and improving the Work Systems; Designing, managing and improving key work processes; Business Results, Product performance and process effectiveness Results, Customer focused performance results, Workforce focused performance results, Senior Leadership and Governance Results, Financial and Market Place Performance Results; Business Excellence Model Assessment Methodology.

Leadership and shaping the Organization's Culture of Excellence

Leadership styles and their impact on business excellence; Creating a culture of excellence in organizations; Leadership Styles, Communication Skills, Transformational Leadership and Change Management; Role of HR in shaping organizational culture

Change Management:

Introduction to Change Management; Resistance to Change and its Nature and Effects, Reasons for Resistance, Types of Resistance, Possible Benefits of Resistance, Responses to Change, Costs and Benefits; Change Management models and frameworks (Kotter's 8 step model, Lewin's model, McKinsey 7-S framework, ADKAR model); Developing Change Management Strategy; The Organisational learning curve of change, Building support for change; Evaluating and sustaining change for Business Excellence.

Elements of Business Excellence:

Meaning, Objective and scope of Manufacturing Excellence and Service Excellence, Definition of Productivity; Quality Excellence; People Excellence; Process Excellence; Equipment Excellence; Information Excellence.

Innovation and Creativity

Creative thinking, Innovation management, Design Thinking

Quality Management:

Bureau of Indian Standards (BIS); ISO; Total Quality Management, Customer Focus, Continuous improvement, Leadership, Employee involvement; Quality Excellence, Right first time, Customer Delight; Quality Tools, Statistical Tools, Six Sigma: DMAIC (Define, Measure, Analyze, Improve, and Control) methodology, data-driven problem solving.

Lean Management:

Elimination of waste, Improvement of flow and Customer value enhancement.

Business Process Management:

Process Improvement, Process Mapping, Process Optimization.

Project Management:

Project Management Steps; Project Costing, Project Administration.

Customer Service Excellence:

Customer satisfaction, Customer loyalty and Customer retention.

Operational Excellence:

Process Engineering, Supply Chain Management, Business Process Engineering, 5S

Automation and role of IT:

ERP, Automation and other software, Managing HRIS;

Industry 4.0:

Concept of smart factory; Impact of the concept on work organizations & forthcoming challenges;

Realization of the digital transformation of the field; Delivering real-time decision making, Enhanced productivity, Flexibility & Agility.

Business Sustainability:

Definition; Introduction to Sustainable Development, Concept of Triple Bottom-line, Company's strategy to reduce negative environmental impact resulting from their operations in a particular market, Business Reporting, Business Continuity Plan

HR Perspective for Business Excellence:

Role of HR in managing challenges and opportunities, People and Processes dynamics in Business viability, sustenance and growth.