



# **Master of Business Administration**

## **SEMESTER I**

1. Management Concepts & Theories
2. Organizational Behaviour
3. Business Environment
4. Managerial Communication
5. Managerial Accounting
6. Managerial Economics
7. Statistics for Management

## Management Concepts & Theories

**1. Management :** definitions , nature and scope of management, functions and process of management, evolution of management theory from Taylor , Fayol , Drucker to the present. Growth of professional management in India. Ethics in management.

**2. Managerial Planning :** planning process, types of plans, strategic vs. operational plans, models of strategy formulation , linking strategy to structure.

**3. Decision Making :** managerial decision-making process and models, steps in rational decision -making, creativity and group decision -making.

**4. Organizations :** organizational theories and design , various forms of organization structures, span of management principles of coordination, authority, power, delegation and decentralization.

**5. Managerial Control:** relationship between planning and control -limitations of control , types of control systems and techniques – management by exception, budgetary control , functional and dysfunctional aspects of budgetary control , internal control systems , internal audit and management audit.

### Suggested Readings :

1. Principles of Management- G. Murugesan, Laxmi Publications.
2. Essential of Management - Koontz and O ' Donnell, TMH.
3. Introduction to Management - Fred Luthans - Mc Graw
4. The Practice of Management- Peter . F. Drucker
5. Management- Stoner, Freeman and Gilbert
6. Management- Griffin
7. Management- Holt
8. Management- Tasks and Responsibilities - Peter . F. Drucker
9. Professional management- Theo Haimann
10. Organization Theory and Design – Richard L. Draft
11. Management - Richard L. Draft
12. People and Performance by Peter F . Drucker

## **Organizational Behavior**

**1. Fundamentals of Organizational Behavior:** evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior.

**2. Individual Dimensions in Organizational Behavior:** individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.

**3. Group Dynamics :** group behavior, team development, group cohesiveness – group decision making process, Effective teams, organizational conflicts & conflict resolution, interpersonal skills, Johari Window and transactional analysis.

**4. Motivation:** theories and models of motivation, Leadership, theories of leadership & leadership styles.

**5. Management of Change :** resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture, learning organizations.

### **Suggested Readings:**

1. Organizational Behavior – PK Ghosh, Laxmi Publications
2. Organizational Behavior – Robbins .
3. Organizational Behavior - Fred Luthans
4. Human Behavior at Work - Keith Davis
5. Organizational Theory and Design – Daf t
6. The Fifth Discipline - Peter Senge
7. The Seven Habits of highly Effective People - Stephen Covey
8. Understanding Organizational Behaviour – Uday Parekh
9. The Five Minds - Howard Gardner
10. All the books by Edward De Bono
11. Work in the 21 st Century – Landy and Jeffrey

## **Business Environment**

**1. Business as a social system :** internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Issues in corporate governance.

**2. Economic Structure of India :** economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.

**3. Monetary and Fiscal System of India:** overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, N B F C ' s . Financing of exports and imports , EXIM and ECGC . Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.

**4. Indian Society , Culture and Politics:** social problems of India, Impact of modernization on Indian society, demography, gender , environmental issues.

**5. International Business Environment:** India as a player in the International market place – its position and prospects, the role of multi -national companies in India . FDI & FI I ' s in India .

### **Suggested Readings:**

1. Business Environment- Dr. Francis Cherunilam, HPH.
2. Business Environment – C.A.Francis
3. Business, Government & Society – Arthur Gold Smith.
4. Ethical choices - shekar
5. India Development Reports
6. India in Transition – Jagdish Bhagwathi
7. India's Economic policy – Bimal Jalan
8. Is there a Indian way of thinking – A.K. Ramanujam
9. A Million Mutinies- V.S. Naipual
10. International Business Environment by Daniels & Radbaugh
11. India in the Era of Economic Reforms – Sachs, Jaffrey, Varshney ,
12. Ashutosh and Rajpai , Nirupam , New Delhi , Oxford , 1999 .
13. Fiscal Policy , Public Policy and Governance – Shome , Parthasarathi
14. Eight Lectures on India's Economic Reforms – Srinivasan.T.N
15. Fiscal Policy Developments in India 1950 - 2000 – Sury
16. India's Economic Performance and Reforms : A Perspective for the New Millenium – Swamy , Subramanian
17. Imagining in India – Nandan Nilekani

## **Managerial Communication**

- 1. Introduction:** nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic ,analysis and listening .
- 2. Communication for Problem Solving:** problem solving– communication model for case analysis and reporting in detail. Group discussion, in -class or work shop exercises and assignments.
- 3. Writing Skills :** exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages .
- 4. Oral Communication :** exercises in speaking , discussing , listening and negotiating , body language and kinesics , business etiquettes .
- 5. Business Presentations :** hands– on with excel and office power point .

### **Suggested Readings:**

1. Business and Managerial Communication- Sengupta, Sailesh, PHI.
2. Better Business Communication – Denish Murphy
3. Written Executive Communication - Shurter
4. Model Business Letters - Gartis ide.
5. Business Communicat ion – Lesikar – Pettit - Flatery .
6. MLA' s Handbook.
7. Business Research Methods- Cooper and Schneider
8. Business Research Methods - Zikmund

## **Managerial Accounting**

**1. Introduction to Accounting :** meaning, accounting concepts and conventions –Financial Accounting V/ s Management Accounting– Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary , merchandizing manufacturig and service businesses using Excel .

**2. Company Final Accounts in India :** requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports an ditscontents.

**3. Financial statement Analysis :** techniques of financial statement analysis: Horizontal analysis ,Vertical analysi s, Trend Analysis, Ratio Analysis ( Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel .

**4. Excel applications :** preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel.

**5. Cost accounting :** elements of Costs, Classification of costs,Preparation of Cost Sheet, Cost accounting systems: Job costing ,process costing , contract costing and service costing , Marginal costing and use of break - even analysis in decision - making – Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

### **Suggested Readings:**

1. Business Accounting and Financial Management- Subhash Chandra, PHI.
2. Financial Accounting : A Managerial perspective – R .Narayan swamy.
3. Introduction of Management Accounting- Horngren , Sundem, Stratton.
4. Cost and Managerial Account ing - Duncan Willamson
5. Cost accounting for Business Managers-Asish K Bhattacharayya.
6. Management and Cost Accounting- Colin Drury
7. Management Accounting – Hensen Mowen
8. Financial Analysis and Modelling – Chandan Sen Guptha

## **Managerial Economics**

**1. Managerial Economics** : introduction, basic concepts, application in business decision – making. Demand and Supply Analysis, determinants, equilibrium, elasticity, demand forecasting and estimating methods.

**2. Theory of consumer behavior** : consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve .

**3. Production and Cost Analysis** : production functions – cost functions and profit functions, total , average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.

**4. Market Analysis** : market forms, perfect, competition, monopoly, monopolistic, oligopoly. Output and price determination. Cartels and collusion, mergers and acquisitions and government regulations in the form of price directives, taxes, subsidies, anti-trust action and competition policies.

**5. National Income Accounting** : concepts of GDP , NI , percapita income ,PPP National income accounting in India . Business cycles and business forecasting. Measuring business cycles using trend analysis, macro economic indicators in business cycle measurement , Coping strategies for business .

### **Suggested Readings:**

1. Essentials of Business Economics- D N Dwivedi, Vikas Publications.
2. Managerial Economics - Dominick Salvatore .
3. Managerial Economics - Gupta and Mote
4. Economics - Samuelson & Nordhaus
5. Managerial Economics by Peterson and Lewis
6. Micro Economics – Dominick Salvatore
7. Macro Economics – Palmer and others
8. Macro Economics - Koutinyas

## Statistics for Management

**1. Quantitative data interpretation in managerial decision making:** collection– classification–tabulation– frequency distribution– charts using excel, measures of central tendencies and dispersion– using visual explorations in MS excel .

**2. Correlation and regression :** multiple correlation – basic probability concepts – conditional probability – Bayes theorem – use MS excel PH STAT 2 .

**3. Probability distributions :** binominal Poisson and normal distributions using excel – estimation – point and interval – using Excel .

**4. Statistical Decision Theory :** hypothesis testing for means and proportions and for difference of means and proportions – analysis of variance.

**5. Sampling :** sampling techniques, random sampling, random numbers table, Monte Carlo simulation , Chi – square tests , time series forecasting, hands-on with MS excel .

### Suggested Readings:

1. Golden Statistics- N.P. Bali, Laxmi Publications.
2. Statistics for Managers – using Microsoft excel – Levine, Stephan & others
3. Statistics for Management – Richard Levin and Rubin [excel version]
4. Statistics – Murray Spiegel , Schaum Series
5. Probability and Statistics – Murray Speige I, Schaum Series
6. Quantitative Business Analysis – Text & Cases – Samul Bodiley & others
7. Business Statistics – Kazmier , Schaum Series
8. Basic Business Statistics – Bereuram and Levine
9. Quantitative Methods – Anderson , Sweeny & William





# **Master of Business Administration**

## **SEMESTER II**

1. Marketing Management
2. Human Resource Management
3. Corporate Finance
4. Quantitative Methods
5. Legal aspects of Business
6. Operations Management
7. Management Information Systems

## **Marketing Management**

**1. Introduction to Marketing Management :** nature of marketing management, Types of products/ services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.

**2. Consumer Behavior :** consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system .

**3. Market Segmentation and Targeting :** concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning .

**4. Product & Price:** product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing : General pricing approaches, new product pricing strategies, Public policy and pricing.

**5. Promotion and Place Mix:** elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions .

### **Suggested Readings:**

1. Fundamentals of Marketing- Vikas Saraf, Pawan Thakur, Laxmi Publication
2. Marketing Management – Philip Kotler , Prentice Hall India , (New edition)
3. Basic Marketing – Perault
4. Fundamentals of Marketing – William Stanton
5. Principles of Marketing – Philip Kotler and Garry Armstrong
6. Marketing Management – Rajan Saxena
7. Marketing Management – Zickmund
8. Marketing – Ramesh Kumar

## **Human Resource Management**

**1. Perspectives in HRM :** role of HR managers, sub - systems of HRM, HR functions and policies Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.

**2. HR Planning, Recruitment and Selection:** scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews errors in selection .

**3. Training and Development:** induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development .

**4. Performance Management:** KRA and KPAs, Traditional vs Modern method of performance management . Potential appraisal, Feed back systems. Job evaluation.

**5. Compensation Planning :** wages and salary , Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring .

### **Suggested Readings:**

1. A Textbook of Human Resource Management- R S Dwivedi, Vikas Publications.
2. HR and Personnel Management – Keith Davis
3. Personnel Management – Flippo
4. Human Resource Management – T .V.Rao
5. Human Resource Management – Pattanaik
6. Human Resource Management – Micheal Arms trong
7. Human Resource Management – Gary Desseler

## Corporate Finance

**1. Goal of the Firm :** profit maximization vs wealth maximization, Value creation, Agency problems, Social responsibility, Role of financial management, Time value of money, Valuation of securities– stocks and bonds. Concept of risk and returns of securities, using probability distribution to measure risk, risk and return in portfolio context (using excel) .

**2. Capital Budgeting :** estimating cash flows – initial , intermediate and terminal Cash flows on incremental basis, Capital budgeting decision rules, Payback, ARR, DCF techniques – NPV, IRR, P I, using excel .

**3. Cost of Capital :** cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Long–term financing, Public issue of debt , Preferred stock and Common stock ,Term loans.

**4. Capital Structure Theories :** traditional view vs MM hypothesis, MM position I & II , Capital structure designing in practice – EBIT – EPS analysis the pecking order theory. Dividend decisions, Relevance vs irrelevance of dividends.

**5 . Working Capital Management and Finance :** cash management, Receivables management and Inventory management. Working capital finance in India.

### Suggested Readings:

1. Business Accounting and Financial Management- Subhash Chandra, PHI
2. Fundamentals of Financial Management – Van Horne and Wachowitz
3. Financial Policy and Management – Van Horne , 12th edition .
4. Financial Management – Prasanna Chandra
5. Corporate Finance – Brigham and Erhardt
6. Corporate Finance – Ross, Wetfield & Jaffer

## **Quantitative Methods**

**1. Scientific methods:** induction, deduction, theory, concepts, constructs, definitions, variables, models, laws, hypothesis, syllogism, levels of abstraction. Fallacies of reasoning. The nature of research in Management, Exercises in writing a research proposal .

**2. Principles of research design:** types of basic research methods and secondary research methods, sampling design, measurement and measurement scales. Data collection methods, observational studies, experimentation. Qualitative methods of research.

**3 . Analysis and presentation of Data:** use of statistical techniques, style manuals. Exercises in writing management reports.

**4 . Linear programming:** types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.

**5. Transportation and assignment problem:** sequencing problems, Decision making under risk and uncertainty, decision trees. MS excel solver for all the above models.

### **Suggested Readings:**

1. Research Methodology & Operations Research- H. R. Ramnath, HPH.
2. Business Research Methods – Zikmund
3. Marketing Research – Malhotra N . K.
4. Business Research Methods – Donald R . Coopers and Schindler
5. Foundations of Behavioural Research – F.N . Kerlinger
6. MLA Handbook for Researchers – ML A Association
7. APA Manual
8. Social Research Methods – Bryan
9. Case Study Method of research – Robert K Yin
10. Designing Qualitative research – Marshall and Rossman
11. Research Design & Methods – Kennet G . Bordeaux & Others
12. Marketing Research with SPSS – Corl Mc . Daniel & Gates
13. Marketing Research – Churchil & Lacobucci

## Legal Aspects of Business

**1 . Outlines:** Industries Development and Regulation Act Competition Act (IDRA). Foreign exchange management act. (FEMA) ,

**2. Outlines:** Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.

**3. Outlines:** intellectual property rights, Patents and Trade marks Act, copyrights act, geographical appellation.

**4. Outlines:** security Market Laws, Security and Exchange Board of India Act (SEBI ), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.

**5. Outlines :** consumer protection act and Information technology act .

### Suggested Readings:

1. Business Law for Managers- P. K. Goel, Wiley.
2. A Manual of Business Laws – S.N. Maheshwari and S. K.Maheshwari
3. Business Law for Management – K.R.Bulchandani
4. Business Environment : Texts and Cases – Francis Cherunilam
5. Business and Corporate Laws – S.S.Gulshan and G.K .Kapoor
6. Bare Acts of respective legislations

## **Operations Management**

- 1. Operations Management :** product strategies – Product life cycle –Productive system types – Impact of technology and organization of the operations function – Requirements of forecasting for operations .
- 2. Plant Location and Types of Plant Layout :** product planning and control– Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.
- 3. Job Designing :** work study and time study – Statistical quality control methods – Japanese manufacturing systems – Flexible manufacturing system – Operations systems of the future .
- 4. Total Quality Management:** trends in quality management benchmarking and business process reengineering , Kaizen – Six Sigma Motorola systems – Quality criteria based on Deming prize –Malcolm Baldrige Award . Quality Management Systems , ISO Standards .
- 5. Supply Chain Management :** concept of SCM. Operating model for supply chain . Managing the external and internal supply chain . Global SCM and sourcing .

### **Suggested Readings:**

1. Operations Management and Productivity Techniques- Mukherjee, P. N. , Kachwala, T. T., PHI.
2. Modern Production Management– Buffa Elwood. S and Rakesh K. Saren, John Wiley and Sons, 2003.
3. Production and Operation Analysis – Steven Nahmas
4. Cases in Production / Operations Management – K.N . Krishnaswamy
5. The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press , USA , 1993 .
6. Total Quality Management – Dale H. esterfield and others – Pearson Education, New Delhi, 2003.
7. Total Quality Management – Pornima Choudhary – Pearson Education – New Delhi, 2002.
8. Total Quality Management – Sridhar Bhatt .
9. Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005.

## Management Information Systems

**1.Information Systems :** data vs Information, Strategic role of information in management , Organization as an information system. TPS, MIS ,DSS, ESS, OAS, Networking concepts, telecommunications networks.

**2. Systems Development:** the concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.

**3.Application Technologies:** ERP concepts, Evolution of ERP , ERP packages, SAP , Baan , MFG -PRO, Oracle, ERP Evaluation, ERP and BPR , ERP Implementation , Extended ERP , Case studies.

**4. Web Publishing :** web publishing , Types of web sites , Web surfing , E -Commerce , B2B , B2C ,C 2 C , E – commerce security issues , Ethical issues

**5. Practicals on ERP :** . Functional modules in business.

### Suggested Readings:

1. Management Information Systems- Dr. P. Mohan, HPH.
2. MIS – Kennett G . Lauden and Jane P . Lauden
3. MIS – James A. O' Brien
4. MIS- C.S . V.Murthy
5. Computer Today – S.K. Basudev
6. ERP Concepts – V.K. Garg
7. Project Management for business, engineering & technology: principles & practice– Nicholas, John .M & Steynl , Hermann
8. Project Management– Harvey Maylor– 1999 , New Delhi, Macmillan pub
9. [www.pmi.org](http://www.pmi.org)





## **Master of Business Administration in Operations**

### **Semester III**

1. Elective - I - Decision Models and Optimization
2. Entrepreneurship
3. Elective - II - Operations Strategy
4. Project Management
5. Project Work Diary
6. Summer Internship Report
7. Elective - III - Total Quality Management

## **Decision Models and Optimization**

### **Unit 1-**

Model building for business problems. Linear programming model formulation and graphical solution. Analysis of special linear programming solutions

### **Unit 2-**

Linear programming applications and their computer solution

### **Unit 3-**

The Simplex method for solving linear programming

### **Unit 4-**

Duality and sensitivity analysis in linear programming, including graphical sensitivity analysis, simplex-based sensitivity analysis, and computer sensitivity analysis

### **Unit 5-**

Goal programming and integer programming

### **Unit 6-**

Shortest path problems (also briefly covering dynamic programming framework and principles)

### **Unit 7-**

Decision analysis and decision tree

### **Suggested Readings-**

1. Quantitative Techniques, C.R. Kothari.

## **Entrepreneurship**

1. Foundations of Entrepreneurship : nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs . Case study of incubation.
2. Business Planning: from idea generation to preparation of detailed business plans. Exercises in preparation of business plans .
3. Venture Capital: valuing and financing a venture, stages of venture development and financing , venture capital firms ( VC ' s ) venture expansion strategies.
4. Rural & social entrepreneurship: potential for entrepreneurship in rural India, SHGs, micro credit etc. , Case studies of rural & social entrepreneurship in India .
5. Entrepreneurs in India: family entrepreneurs, women entrepreneurs.

### **References :**

1. Entrepreneurship – Prof. T.V. Rao
2. Entrepreneurship – Hisrich & Peter
3. Entrepreneurship- Mathew J Manimala

## **Operations Strategy**

### **Unit 1-**

Introduction to Operations Management: role of Operations Management in total management System-Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle- characteristics of process technologies.

### **Unit 2**

Control of production operations: plant Capacity and Line Balancing. Plant layout- different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives –Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.

### **Unit 3**

Strategy & Operations: a frame work for operations strategy. Trade offs, productivity & competition. Processing Network Strategies – Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging.

### **Unit 4**

Supplier & Customer Strategies: outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management.

### **Unit 5**

Learning & Growth Strategies: global standardization/ automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations.

### **Reference :**

1. Operations Management, Stevenson J. William , 2007, 9th Edition, T MH.
2. Operations Management strategy and analysis, Lee J. Krajewski and Larry P. Ritzman, 2007, 9<sup>th</sup> Edition, Pearson.
3. Operations Strategy by Slack and Lewis. Prentice Hall, 2003.
4. Manufacturing Strategy by Hill. Irwin McGraw-Hill, 2000.
5. Manufacturing Strategy: How to formulate and implement a winning plan by Miltenburg. Productivity Press, 1995.
6. Restoring our competitive edge: competing through manufacturing by Hayes and Wheelwright. John Wiley & Sons, 1984.
7. Operations Strategy by David Garvin. Prentice Hall, 1992
8. Balanced Sourcing by Laseter. Jossey-Bass Publishers, 1998.

## **Project Management**

1. Project Management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy , effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting.
2. Project Scope Management: defining Project scope , creating work break down structure (WBS) , project roll up , process break down structure , responsibility matrix .
3. Project Scheduling: network models, PERT & CPM using softwares , measuring risk.
4. Project Risk Management : contingency resources, reducing project duration .
5. Project Team Management : building high -performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation , project quality, planning, quality assurance, quality audit, project closure, post completion audit .

### **References:**

1. Project Management by Clifford Gray and Larson.
2. The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub.
3. Effective project Management– Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning.
4. Project Management: Amanagerial approach – Meredith, Jack . R & Mantel Samuel.J – 2006 , New Delhi, John Wiley & Sons.

## **Total Quality Management**

### **Unit 1-**

Introduction to Total Quality Management- Defining Total Quality Management, Basic Approaches of Total Quality Management, Gurus of Total Quality Management, TQM Framework, Awareness about the Improved Quality, Historical Review, Obstacles in Implementing TQM, Benefits of TQM.

### **Unit 2-**

Leadership and Total Quality Management- Defining Leadership, Characteristics of Quality Leaders, Leadership Concepts, The Seven Habits of Highly Effective People, Ethics and Quality, Deming Philosophy, Role of Leaders in TQM, Implementation, Quality Control, Core Values, Concepts and Framework, Strategic Planning and Communication, Decision Making.

### **Unit 3-**

Customer Satisfaction and Employee Involvement- Overview of Customer Satisfaction, Defining Customer, Customer Perception of Quality and Feedback from Customer, Effectively using Customer Complaints, Service Quality, Transforming Needs into Requirement of Customers and Importance of Customer Retention, Motivational Theories, Empowerment, Teams and their Effectiveness, Rewards, Recognition and Performance Appraisal, Union and Employee Involvement, Benefits of Employee Involvement.

### **Unit 4-**

Continuous Process Improvement and Performance Measures- Perfection through Continuous Improving Process, Process, The Juran Approach to Continuous Improvement Process, Improvement Strategies, Types of Problems, Problem Solving Method, Objectives of Performance Measures, Appropriate Strategy, Presentation of Performance Measures, Quality Costs, Malcolm Baldrige National Quality Award.

### **Unit 5-**

Benchmarking- Concept of Benchmarking, Importance of Benchmarking, Definition of Benchmarking, Important Reasons of Benchmarking, Process of Benchmarking, Deciding What to Benchmark, Benchmark Planning, Actions to Close the Gap between Benchmark, Pitfalls and Criticisms of Benchmarking.

### **Unit 6-**

Quality Management System- ISO, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001 Requirements, Implementation of Quality Management System (ISO), Documentation, Internal Audits, Registration.

### **Unit 7-**

Environmental Management System- Introduction to Environmental Management Standards, ISO 14000 Series Standards, Concept of ISO 14001, Requirements of ISO 14001, Benefits of Environmental Management Standard, Integrating ISO 14000 with ISO 9000, Relationship of Standards with Health and Safety.

### **Unit 8-**

Quality Function Deployment and Quality by Design- Concept of Quality Function Deployment, Role of Team in Quality Function Deployment, Benefits of Quality Function Deployment, Voice of the Customer, Process of Information by Organization, House of Quality, Building a House of Quality, Quality Function Deployment Process, Concept of Quality by Design, Rationale of Implementing Quality by Design, Benefits of Quality by Design, Communication Models, Implementation of Quality by Design, Tools Used for Implementing Quality by Design.

### **Unit 9-**

Management Tools and Statistical Process Control- Introduction of Management Tools and their Importance, Forced Field Analysis, Nominal Group Technique, Affinity Diagram, Tree Diagram, Matrix Diagram, Process Design Program Chart, Activity Network Diagram, Just in Time and Just in Case, Concept of Statistical Process Control, Pareto Diagram, Process Flow Diagram, Cause and Effect Diagram, Check Sheets, Histogram, Control Charts, Scatter Diagram.

**Suggested Readings:**

1. Total Quality Management by Dale H. Besterfield, Carol Besterfield- Michna.



# **Master of Business Administration in Operations**

## **Semester IV**

1. Elective IV - Operations Research
2. Elective VII - Technology, Innovation & Production Management
3. Elective V- Production Planning and Control
4. Project Report
5. Project Viva-voce
6. Strategic Management
7. Elective VI - Supply Chain Management



## **Operations Research**

### **Unit 1-**

Model Building in OR: linear programming, Formulation, Graphical solutions– Simplex method – Big-M method, Duality and sensitivity analysis.

### **Unit 2-**

Transportation and Assignment Problem: traveling salesmen problems, Solving the sequencing problems, brand switching problems.

### **Unit 3-**

Queuing Models: deterministic and probabilistic models, Single server and multiple server model– Infinite population .

### **Unit 4-**

Network Analysis : PERT & CPM, Determination off loats, Time- cost - Trade-off and Crashing of networks. Theory of games– Two persons– Zero- sum game .

### **Unit 5-**

Decision Theory: Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

### **References :**

1. Quantitative Techniques in Management – N.D . Vohra
2. Operations Research – Wagner
3. Operations Research – Hamdy Taha
4. Theory and Problems of Operations Research – Richard Brouer
5. Mathematical Methods in Business – Barnett and Sieger
6. Operations Research – S .D. Sharma

## **Production Planning and Control**

### **Unit - I**

Introduction : Definition - Objectives of Production Planning and Control – Functions of production planning and control - Elements of production control - Types of production - Organization of production planning and control department – Internal organization of department.

### **Unit - II**

Forecasting - Importance of forecasting - Types of forecasting, their uses – General principles of forecasting - Forecasting techniques - qualitative methods and quantitative methods.

### **Unit - III**

Inventory management - Functions of inventories - relevant inventory costs – ABC analysis - VED analysis - EOQ model - Inventory control systems – P-Systems and Q-Systems -

### **Unit - IV**

Introduction to MRP & ERP, LOB (Line of Balance), JIT inventory, and Japanese concepts.

### **Unit - V**

Routing - Definition - Routing procedure -Route sheets - Bill of material – Factors affecting routing procedure. Schedule -definition - Difference with loading

### **Unit – VI**

Scheduling Policies - Techniques, Standard scheduling methods,

### **Unit - VII**

Line Balancing, Aggregate planning, Chase planning, Expediting, controlling aspects.

### **UNIT - VIII**

Dispatching - Activities of dispatcher - Dispatching procedure - followup – definition - Reason for existence of functions - types of followup, applications of computer in production planning and control.

### **References :**

1. Elements of Production Planning and Control / Samuel Eilon.
2. Modern Production / Operations Management / Baffa & Rakesh Sarin.
3. Operations Management - S.N. Chary.
4. Inventory Control Theory and Practice / Martin K. Starr and David W. Miller.
5. Reliability Engineering & Quality Engineering by Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy, Galgotia Publications, Pvt., Limited.
6. Production Control A Quantitative Approach / John E. Biegel.
7. Production Control / Moore.
8. Operations Management / Joseph Monks.

## **Strategic Management**

### **Unit 1-**

Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.

### **Unit 2-**

Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

### **Unit 3-**

Establishing organizational direction– developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.

### **Unit 4-**

Generic competitive strategies– stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis .

### **Unit 5-**

Strategy implementation– building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

### **Suggested Readings-**

1. Strategy and Structure – Alfred C .Chandler
2. Strategic Management – Alex Miller and Irwin
3. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E .Porter
4. Competing for the future – Prahalad and Hammel
5. The Future of Competition– Prahalad and Venkataraman
6. Crafting and executing Strategy – Aurthor A . Thompson and others
7. The Art of Strategy– Avinash K. Dixit and Barry J. Nalebuff

## **Supply Chain Management**

### **Unit 1-**

**Introduction to Supply Chain Management:** concept, Objectives and function of SCM , conceptual frame work of SCM, supply chain strategy , operating model for supply chain . Managing the External and internal supply chain .

### **Unit 2-**

**Global Supply Chain Management:** EDI , Problems of complexity confronting supply chain Management, Reverse Supply Chain . Value chain and value delivery systems for SCM . Organization Design and Management of supply chain .

### **Unit 3-**

**Sourcing :** sourcing of material , Global sourcing - issues , Problems .Group Purchasing, Inventory Management in Supply chain : Role and importance of inventory in SC , Inventory policies, JIT , VMI . Role of Stores management in SC , inventory as an element of customer service .

### **Unit 4-**

**Strategic Issues in Supply Chains :** lean Manufacturing , Strategic Partnerships,Alliances, and Collaborative advantage.Strategic relationships in – logistics, Handling systems and equipment , Stores management. Best practice and Benchmarking, Re -engineering of supply chain .

### **Unit 5-**

**Retailing and supply chain Interface :** retail supply chain management ,Transportation and inventory in retail SC, Channel design and management , Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain , Complaint Handling , developing customer service strategy , RFID and Barcoding .

### **Suggested Readings :**

1. Mohanty, R. P and Deshmukh, S.G , 2005,. Supply Chain Management
2. Theory and practices, Biztantra .
3. Sunil Chopra & Meindl Peter , 2003, Supply Chain Management strategy , planning and operation , 3rd Edition , Pearson Education/PHI .
4. Altekar , V. Rahul , 2005, Supply Chain Management , PHI .

## **Technology, Innovation and New Product Management**

### **Unit 1-**

**Introduction– Importance of Technological Innovation, Sources of Innovation, Types and Patterns of Innovation**

### **Unit 2-**

**Standard Battles and Design Dominance, Timing of Entry.**

### **Unit 3-**

**Defining The Organization's Strategic Direction**

### **Unit 4-**

**Choosing Innovation Projects, Collaboration Strategies**

### **Unit 5-**

**Protecting Innovation, Organizing for Innovation.**

### **Unit 6-**

**Managing New Product Development Teams, Crafting a Deployment Strategy.**

### **Suggested Readings-**

**1. Strategic Management of Technological Innovation 2nd Edition, TMH**