



SEMESTER – III

Core Subjects:

- **Summer Internship Program – 6 weeks (Separate Guidelines)**
- **Business Policy and Strategic Management**
- **Legal Aspect of Business**



Subject: Business Policy and Strategic Management								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- To prepare for a better understanding of the dynamics of the competitive environment and organization's strategy
- To develop an insight for business focused and qualitative policy framework formulation
- To understand the development of Corporate Strategy in the conducts of the external environment, resources and stake holders expectations. (Both the Strategy formulation and implementation)

Course Content:

UNIT-I

Introduction ;

Definition of Strategy and Business Policy; Charting Company's Direction: Vision, Mission, Objective and Strategy; School of Thoughts in Strategy Management

UNIT-II

Tools of Strategy Analysis:

Exploring External environment ;Evaluating Company's Resources, Capabilities and Competitiveness; Industry Analysis ; Competitor's Analysis; Segmentation Analysis

UNIT-III

Strategy Formulations:

Building and sustaining the competitive Advantage; Strategy at Business level ; Strategy at corporate Level; Acquisition and Restructuring strategy; Strategy in competing in the international Market; Cooperative Strategy

UNIT-IV

Strategy Implementation & Leadership



Strategy & Structure; Ethics, Corporate Governance & CSR; Strategy Entrepreneurship;
Strategic Leadership

UNIT-V

Strategy Evaluation & Control:

Managing Internal Operations; Operational Control & Strategic Control; Technological Control;
Corporate Culture

Course Outcome:

On successful completion of this unit, students will be able to:

- Identify and evaluate the impact of key environmental factors, including economic, social, technological and political, on the strategic management context;
- Critically review the major models used in strategic analysis;
- Justify the applicability of strategic choices based on consideration of implementation factors and conditions;
- Evaluate designated strategic management tools in order to recommend appropriate strategic responses to business problems;
- Theorise the implications of business strategy choices on functional strategies, including marketing, operations and finance management; and
- Design a strategic plan for an organisation.

Text Books:

- *Crafting and Executing Strategy: The quest for Competitive Advantage*- Thomson & Strickland, Tata McGraw – Hill
- *Business Policy and strategic Management*- Azar Kazmi, Tata McGraw – Hill
- *Strategic Management*- Hitt, Ireland & Hoskisson-Cengage Learning

Reference Books:

1. *Contemporary Strategic Management*-Robert Grant-Blackwell Publishing
2. *Exploring Corporate Strategy*, By Gerry Johnson & Kevan Scholes, (latest edition)
3. *Business Policy and strategic Management*-G.V. Satya Shekhar
4. *Strategic Management: An Integrated Approach*-Charles W. L. Hill, Gareth R. Jones

Web resources:

MOOCs:



Subject: Legal Aspect of Business								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
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3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises
- To inculcate in the students an awareness of legal framework within which the business function.
- To create awareness in respect of rules and regulations affecting various managerial functions.

Course Content:

UNIT-I

- Indian Contract Act – 1872 – Introduction, Essentials of a contract, Agreement and contract, Kinds of Agreements, Kinds of contracts, Proposal, Acceptance, Capacity to contract, Free consent, Performance of contract, Discharge of contract, and Breach of contract.

UNIT-II

- Special Contracts: Law of Indemnity & guarantee, Law of Bailment & pledge, Law of Agency
- Negotiable Instruments Act – 1881 – Instruments, Parties to negotiable instrument, Discharge of parties from liabilities, Dishonour of Cheques

UNIT-III

- Sales of Goods Act – 1930 – Contract of sales conditions & warranties, Performance of Contract, Unpaid Seller, and Breach of Contract.
- Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection council, and consumer disputes redressal agencies.

UNIT-IV



Proposed Syllabus for MBA – II. Sem: III & IV (Year 20-21)

- Companies Act – 1956 or Other Act prevailing at that time – Company, Types of companies, Memorandum & Articles of Association, Prospectus, meetings, appointments & removal of directors, membership of company, and issue of capitals.

UNIT-V

- Intellectual Property Rights: Patent, Trademarks and Copyright
- Environment Protection Act – 1986
- Information Technology Act 2000

Course Outcome:

After completing this course the students would be:

- able to appreciate the importance of law and legal institutions in business
- able to have a basic understanding of the laws relating to contract, consumer protection, competition,
- companies and dispute resolution

Text Books:

1. K. R. Bulchandani, *Business Laws for management*, Latest Edition, Himalaya Publishing House, Bombay
2. Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning, Latest Edition
3. N. D. Kapoor, *Mercantile Law* –Latest Edition Sultan Chand& Company, New Delhi

Reference Books:

1. Tejpal Seth, *Legal Aspects of Business*, Pearson Publication
2. A. Pathak, *Legal Aspects of Business*, Tata-McGraw Hill Co. Ltd
4. V. Balachandran and S. Thothadri, *Legal Aspects of Business* Tata McGraw Hill Latest edition
3. S. S. Gulsan *Mercantile Law*, Excel Books. New Delhi 2nd or Latest Edition.
4. P.K. Goel, *Business Law for Managers*, Biztantra
5. M C Kuchhal&DeepaPrakash, *Business Legislation* 3rd edition, Vikas Publication

Web resources:

MOOCs:



SEMESTER – III

Subjects:

1. Advance Operations Management
2. Supply Chain and Logistics Management
3. E- Commerce and Digital Markets
4. Principles of Materials Management
5. Advance Project Management
6. Operations Management Specialization Project I



Subject : Advance Operations Management								
Program : MBA Operations Management			Subject Code :			Semester : III		
Teaching Scheme			Examination Evaluation Scheme					
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE) - Practical	Total
3	0	0	3	60		40		100

Learning objective:

To introduce the principles of managing operations in Global environment, planning and strategic use of resources

Course Contents:

Unit I – Introduction to Management

6 Hours

Introduction to the field, Historical milestones and development in OM, Factors affecting Operations Management today, Om in Organizational Chart, Operations as services, Decision making in POM, Operation Strategies in a Global economy, Operations Strategy, Forming Operations Strategy, The Corporate Strategy Design Process

Unit II – Demand Forecasting

6 Hours

Nature and use of forecasting, Sources of data, Demand patterns, Forecasting Models-Simple Moving Average Method, Weighted Moving Average Method, Double Moving Average Method, Semi-Average Method, Delphi method, Forecasting in small business and start-up ventures, Forecast Accuracy, case studies

Unit III – Process Design

6 Hours

Process planning, Process Selection Decisions, Steps in Process Planning, Process Research, Pilot Development, Capacity Consideration, Major factors affecting Process Design Decisions, Types of Process Designs – Product Focused, Process Focused, Process Analysis, Technology decisions

Unit IV –Product Design

6 Hours

Product Design, IDEO Product development, The Product Design Process, Economic Analysis of Product Development Projects, Designing for customers, Quality function deployment, Value Analysis, Standardization, Designing products for manufacturing and assembly, Design for Manufacturing and Assembly (DFMA)



Unit V –Facility, Capacity, Location and Layout

6 Hours

Basic Layouts, Designing Process Layouts, Designing Product Layouts, Shared Spaces, Line Balancing, Factors influencing plant location, Break-even Analysis, Single facility location problem, Multi-facility Location Problem, Model for Warehouse Location Problem, Classification of Layout, Layout design procedures, Materials Handling system

Learning Outcomes:

- Acquire knowledge about forming Operations Strategy and construct forecasting model for demand in the market.
- Develop knowledge and skills of how to plan a process and design a product keeping in all the vital factors about the market in consideration.
- Constructing the model for warehouse and designing the layout.

Text Books:

1. Production Operations Management *by* Stevenson, William J. . Boston, MA: Irwin/McGraw-Hill, 2005.
2. Production and Operations Management *by* R. Panneerselvam, Publisher: PHI Learning Pvt. Ltd., Delhi (2015).

Reference Books:

1. Production and Operation Management *by* Kanishka Bedi Oxford University press
2. Production and Operation Management *by* S. A. Chunawala, Dr. Patel Himalaya Publications
3. Production and Operations Management *by* K. Aswathappa and K. Shridhara Bhat Himalaya Publications



Subject: Supply Chain and Logistics Management

Program: MBA – Operations Management

Subject Code:

Semester : III

Teaching Scheme

Examination Evaluation Scheme

Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	60	-	40	-	100

Course Objectives:

The main aim of the course is to acquaint students to basics of supply chain management on planning, replenishment and execution. The approach of this course is practical and contemporary in nature. It emphasizes on understanding the contemporary and cutting edge supply chain management practices by study of fundamentals of Supply Chain Management.

Course Content:

Unit-I

6 Hours

Twenty First Century Supply Chains: The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks –Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation

Unit-II

6 Hours

Logistics: The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics-Logistical Operating Arrangements Flexible Structure –Supply Chain Synchronization. Customer Accommodation: Customer Focused Marketing Customer Services-Customer Satisfaction - Customer Success-Forecasting.

Unit-III

6 Hours

Procurement and Manufacturing: The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces. Information Technology Framework: Information System Functionality-Comprehensive Information System Integration-Communication Technology-Rationale for ERP Implementation-ERP System Design-Supply Chain Information System Design. Inventory: Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies- Inventory Management Practices.



Unit-IV

6 Hours

Transportation: Transport Functionality, Principles and Participants, Transportation Service - Transportation Economic And Pricing- Transport Administration –Documentation
Warehousing: Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements-Warehouse Decision. Packaging and Materials Handling Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling. Operational Integration: Why Integration Creates Value-Systems Concept and Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales and Operations Planning (S & OP)-Supply Chain Planning Considerations; Pricing

Unit-V

6 Hours

Global Strategic Positioning: Global Supply Chain Integration-Supply Chain Security-International Sourcing. Network Integration: Enterprise Facility Network- Warehouse Requirements-Total Cost Integration Formulating Logistical Strategy. Relationship Development and Management: Development and Management of Internal Logistics Relationships-Development and Management Of Supply Chain Relationships.

Course Outcome:

- To familiarize the students with the concepts of operations management systems.
- To drive the concepts of Operations Management such as Inventor management, Project management, Supply Chain Management, Total Quality Management for effective utilization of resources and meeting the customer expectations.
- To understand the Operations strategies for ensuring competitiveness and being globally competitive.

Text Books:

1. Supply Chain Logistics Management - Bowersox, Closs & Cooper –McGraw-Hill, 2nd Indian edition.
2. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed

Reference Books:

1. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc, New York, 2002.
2. Designing and Managing the supply chain - David Simchi, Levi & Philip
3. Production Operations Management. by Stevenson, William J Boston, MA: Irwin/McGraw-Hill, 2005.
4. Operations Now – Finch, McGraw Hill, 3rd ed.



Subject: E-Commerce and Digital Markets								
Program: MBA – Operations Management				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	60	-	40	-	100

Course Objectives:

- To understand, various approaches to Internet Marketing
- To learn advantages and disadvantages of approaches to Internet Marketing
- To develop skills to implement Internet Marketing under appropriate situations

Course Content:

Unit-I

6 Hours

Introduction: What is internet marketing? Significance of internet marketing, benefits of internet to the marketer, how internet marketing differs from traditional marketing Marketplace, customers, online buyer behaviour, competitors, suppliers, intermediaries. Websites: People behind websites- owners, venture capitalists, creative directors, account and project managers, programmers, graphic designers, copy writers, marketers Types of websites- web portals, B2B, B2C, C2C, B2E(Business to employee), social networking, informational, entertainment

Unit-II

6 Hours

Social Media and social networking sites: An overview of social media and networking sites, The rise and dominance of social networking- Social media optimization, social media marketing Who is using social media and how? Social networking sites- types of audiences, generalist social networking, Niche market social networking, social bookmarking Blogging as a marketing strategy: Blogging basics, Types of blogs, who blogs, who reads them, how and why. Blogging as a marketing strategy- Benefits of blogging, pitfalls of blogging, and the requirements for a successful marketing blog

Unit-III

6 Hours

Web based video: Who is watching what, video as a social media tool, web based video as a marketing tool Wikis, RSS, Mashups, virtual worlds and marketing. Web and brand building - Brand – brand promise, brand personality, unique selling proposition, the web’s place in brand building



Unit-IV

6 Hours

E- Commerce sites: Sources of revenue - direct sales, indirect sales, paid memberships and Subscriptions, advertising Shopping on the social web- store layout, the shopping cart and check out process, intuitive and personal content provision, Feedback and reviews

Unit-V

6 Hours

Online promotion techniques: Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing

Course Outcome:

- To enable students to understand and implement digital technologies in business.
- To be able to appreciate the role of e-payments, e-security, e marketing, e-services.
- To understand the basic aspects of cyber laws.
- To appreciate the obstacles in implementation of digital technology with its impact on business, society and individuals.

Text Books:

Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, Course Technology, Cengage Learning

Reference Books:

1. Internet marketing- strategy, implementation and Practice- David Chaffey, Fiona Ellis- Chadwick, Richard Meyer, Kevin Johnston, Pearson Education Limited, 2006
2. The ultimate Web- Marketing Guide- Michael Miller, Pearson Education (QUE), 2011

Web resources:

www.interdigitalmarketing.com/



Subject : Principles of Materials Management								
Program : MBA Operations Management			Subject Code :			Semester : III		
Teaching Scheme			Examination Evaluation Scheme					
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE) - Practical	Total
3	0	0	3	60		40		100

Learning objective:

To introduce the principles of materials management along with basic introduction to e-commerce.

Course Contents:

Unit I - Overview of Material Management

6 Hours

Definition of Material Management and its Scope; Relation of Supply Chain Management with Material Management; Quality Assurance; MIS in Material Management; Organization of Material Functions; Material Planning; Bills of Materials; MRP Concept; Lot Sizing in MRP; Capacity Requirements Planning.

Unit II - Purchasing Procedures

6 Hours

Purchase Source Selection; Price Forecasting; Aspects of Purchase Management; Purchasing of Seasonal Commodities; Purchasing under Uncertain Situations; Purchasing Capital Equipment; International Purchasing; Preparing Purchase Documents; Purchasing Ethics; Negotiations; Vendor Management; E-commerce and Purchase Management

Unit III -Store Management and Inventory Control

6 Hours

Definition of Store Management; Store Procedures; Incoming Materials Control; Store Accounting and Verification; Obsolete Surplus; Material Handling; Scrap Disposal; First in and First out; MIS Systems in Store Management; Documentation in Store Management; TQM Procedures in Store Management ,Importance of Inventory Control; Inventory Classification; Inventory Valuation; Working Capital Requirement and Inventory Control; Economic Order Quantity Model; Codification; Catalogue Analysis; Value Engineering; Standardization; ABC Analysis; XYZ Analysis, VED Analysis; Case Studies of Maruti Udyog and Asian Paints

Unit IV - Importance of Material Management

6 Hours

Evolution of Material Management into an Exacting Science; Knowledge Management in Material Management; Material Management and Material Science; Just In and Just Out; Import and Export Documentation in Material Management; Backward Integration and Material Management; Excise Documentation; Duty Drawbacks in Materials.



Unit V-Importance of E-commerce

6 Hours

Definition of E-Procurement; Components of E-Procurement; Advantages of E Procurement; Improving Profits through E-Procurement; Implementation of E Procurement; Assessing an E- Procurement Package; Economics of Choosing an E Procurement Package; Expertise Needed for E- Pr Commerce, Fulfillment centers

Learning Outcomes:

- To familiarize the students with the concept and need for material management
- To understand the various methods to store and control inventory and acquaint the students with the decision making for managing inventory.
- Introduction to the benefits of e-commerce in the managing operations.

Contemporary Resources/ References Books

1. Purchasing and Material Management by Nair, Publisher: Vikas Publishing House, New Delhi. 3rd Edition, (2009)
2. Handbook of Materials Management by Gopal Krishnan, P, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi, Second Edition, (2005)

Suggested References/ Online Resources

1. Materials Management: An Integrated Approach by Gopalakrishnan, P. & Sundarshan, M, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi. (2007)
2. Production and Operations Management by R. Panneerselvam, Publisher: PHI Learning Pvt. Ltd., Delhi (2015).
3. http://shodhganga.inflibnet.ac.in/bitstream/10603/79409/9/09_chapter%201.pdf

Subject : Advanced Project Management								
Program : MBA –Operations Management			Subject Code :			Semester : III		
Teaching Scheme			Examination Evaluation Scheme					
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE) - Practical	Total
3	0	0	3	60		40		100

Learning Objectives:

To introduce the student to the concept, functions, objectives and importance of project management function in an organization

Course Content

Unit I - Importance of Project Management

6 Hours

Introduction, Phases of Project Management, Role of Project Management in areas of Management, Project Planning, Project Control, Project Breakdown structure, Guidelines for Network Diagram, Gantt Chart / Time Chart

Unit II – Network Planning Models

6 Hours

Critical Path Method (CPM), Project Evaluation and Review Technique (PERT), Probabilistic time estimates, AON network conventions, Project Crashing, Time-cost Trade off, Project Scheduling with Constrained Resources, Cautions on Critical Path Analysis

Unit III – Capacity Planning and Investment Decision

6 Hours

Value analysis, Value engineering procedure, Make/buy decision, capacity planning, determination of plant capacity, Decision Analysis, Decision making with Probabilities, Sequential Decision trees,

Unit IV – Flow-Shop Scheduling

6 Hours

Types of production system, Introduction to flow-shop scheduling, Johnson's problem, Extension of Johnson's rule, Branch and bound technique, CDS Heuristics, Plamer's Heuristic, Case study: Lakshmi Engineering Ltd.

Unit V – Job-Shop Scheduling

6 Hours

Introduction, Types of scheduling, Schedule generation, Heuristic procedures, Priority dispatching rules, Two jobs and M machines scheduling



Learning Outcome:

- The course will enable them to understand the roles of a Project Manager in the industry.
- To familiarize the students with the various methods for evaluation of the project like PERT, CPM, Gantt chart, Job shop, etc. scheduling in order to make decisions optimally.

References Books:

1. Operations Management for Competitive Advantage by Chase R. B., Jacobs, F. R., Aquilano, N.J. and Agarwal N. K. Tata McGraw - Hill
2. Operations Research: Theory and Applications by J. K. Sharma, Fourth Edition, Macmillan Publishers India Ltd.
3. Production and Operation Management by Kanishka Bedi Oxford University press

Additional Materials:

1. Operations Research by Hamdy Taha, Eighth Edition, Pearson Education, Inc.
2. Introduction to Operational Research, Hiller and Lieberman

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0	0	0	2	00	50	00	50	100