



SEMESTER – IV

Core Subjects:

- International Business Management
- Management Control System



Subject: International Business Management								
Program: MBA				Subject Code:			Semester : IV	
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:

- Apply theories, tools, and insights found in the field of international management to common real world scenarios.
- Demonstrate or understanding of the similarities (without which no international business could take place) and differences among the peoples of the world and how they affect business management.
- Discuss how various legal, political, economic, and cultural systems affect business attitudes and behavior.
- Discuss the managerial issues related to strategic planning, human resource management, financial management, motivation, and leadership which arise in an international context.

Course Content:

UNIT-I

Introduction:

Globalization; National Difference in Political Economy; Difference in Culture ;Ethics in International Business

UNIT-II

The Global trade and Investment Environment:

International Trade Theory; Political Economy of International Trade; FDI; Political Economy of FDI; Regional Economic Integration

UNIT-III

The Global Monetary System:

Foreign Exchange Market: Introduction , Nature and Function; International Monetary System ; Crisis Management by IMF

UNIT-IV



Strategy and Structure of International Business:

Strategy of International Business; Organization Of International Business; Entry Strategy and Strategic Alliances

UNIT-V

Business Operations:

Exporting; Importing and Countertrade; Global Production, Outsourcing and Logistics; Global Marketing and R&D; Global HRM; Accounting in International Business

Course Outcome:

- To make the students understand the different dimension of International Business and inculcate the spirit of cross border business in the era of globalization.

Text Books:

1. Hill, Charles W. L., Arun K Jain, *International Business*, McGraw Hill Publication
2. Francis Cherulinam, *International Business*

Reference Books:

1. Griffin, Ricky W. and Pustay, Michael W- Addison Wesley, *International Business: A Managerial Perspective*, Readings, 1999
2. Bhattacharya. B; *Going International: Response Strategies of the Indian Sector*, Wheeler Publishing, New Delhi, 1996.
3. Rao and Rangachari, *International Business*

Web resources:

MOOCs:



Subject: Management Control System								
Program: MBA				Subject Code:			Semester : IV	
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 inculcate the awareness about control systems in the business management environment

Course Content:

UNIT-I

Boundaries of management control, formal and informal, control system, functions of the controller, responsibility centre, revenue centre expense centre administration and R & D centres and marketing centres

UNIT-II

- Business unit as profit centre, other profit centre and measuring profitability
- Transfer pricing methods and their objectives, Pricing Corporate services administration of transfer prices

UNIT-III

- EVA v/s ROI
- Budget preparation nature and budget preparation process
- Variance analysis and limitation of variance analysis

UNIT-IV

- Performance measurement and interactive control
- Organizational incentives, incentive compensation plans. Incentives for corporate Officers and Business units managers
- Professional , Financial Services organization , Health care Organization Non-profit organizations

UNIT-V

- Multinational Organizations, Transfer Pricing Exchange rates



- Nature of project , Project planning execution and evaluation

Course Outcome :

Upon successful completion of this course the students should be able to:

- demonstrate a thorough knowledge of what kind of management control systems that management may use running the business, including operational and risk management and internal control.
- demonstrate a understanding of the role of the board, the audit committee, the internal and external auditors play in the business community.
- discuss how management control systems can function differently in different organizations and how management control systems can have unintended implications.
- critically evaluate various financial management systems and their use in organisations, including a critical assessment of the cost / benefit of management control systems
- identify and evaluate organisational challenges associated with implementing the new control systems and /or major changes to existing systems.
- identify and reflect on ethical issues related to different management control systems and implementation strategies.

Text Books :

1. Robert N. Anthony, Vijay Govindrajan, *Management Control Systems*, Tata M/c raw Hill , Special Indian 12 edition

Reference Books :

1. Pro.Mahesh S. Halale, *Management control systems*, Everest Publishing House, First edition, 2006
2. N. Ghosh, *Management Control Systems*, Prentice hall of India Pvt Ltd, New Delhi Second Printing, 2006
3. Subhash Sharma, *Management Control systems- text and cases*, Tata McgrawHill, 1988

Web resources :

MOOCs :



SEMESTER – IV

Subjects:

1. Enterprise Resource Planning
2. Total Quality Management
3. Purchase and Inventory Management
4. Operational Decisions
5. Contemporary Issues in Operations Management
6. Operations Management Specialization Project II



Subject: Enterprise Resource Planning								
Program: MBA – Operations Management				Subject Code:			Semester : IV	
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 acquire in-depth knowledge of ERP as a prime Application Software product
- To learn operational aspects of ERP implementation and support
- To know features of important ERP modules
- To learn, through case studies, practical aspects of ERP in various industries

Course Content:

Unit-I

6 Hours

- Enterprise Resource Planning
- What is ERP? - Features of ERP (Basic and Advanced) - ERP Architecture -ERP Need Analysis - Return on Investment for ERP

Unit-II

6 Hours

- ERP Implementation and Support
- ERP Life Cycle, Methodologies and Strategy - Vendor and Software Selection
- Business Process Re-engineering related to ERP - Implementation Process
- Change Management - Post Implementation Support, Maintenance, Security

Unit-III

6 Hours

- ERP Functional Modules
- Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce

UNIT-IV

6 Hours

- ERP Technology Areas, Enterprise Applications
- Portal and Content Management, Data Warehousing and Data Mining,
- Business Intelligence and Analytics - Emerging Trends in ERP Applications



UNIT-V

6 Hours

- ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors

Course Outcome:

The students will get an insight about ERP and its Modules. They shall get hands on experience by solving cases from various sectors.

Text Books:

1. Enterprise Resource Planning, Ray, Tata McGraw Hill

Reference Books:

1. ERP Demystified, Alexis Leon, Tata McGraw Hill
2. Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill

Web resources:

www.sap.comerp.iitkgp.ernet.in

Subject : Total Quality 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:

Total Quality Management will familiarize the students to Quality Control techniques used to assess the quality of the products in real life. The students will be learning about various statistical methods to control the process. Also, they will learn about various quality standards currently prevailing.

Course Contents

Unit - I Basics of TQM

6 Hours

Introduction, Meaning and dimensions of quality, Quality control Techniques, Quality based strategy, Total Quality Management, Towards TQM – ISO 9000 as a platform – Working with Intranet, Total Productive Maintenance (TPM)

Unit – II Business Process Modelling

6 Hours

Introduction and importance of Business Modelling, Business Process Modelling, Data driven Approach to process definition, Logical vs. Physical Database Modelling, Business Process, the way forward

Unit - III Quality Control

6 Hours

Introduction, Need for controlling quality, definition of quality system, Classification of quality system, Process Capability, Process variations distribution,

Unit - IV Statistical Process Control

6 Hours

Variation of outputs, Variation of Outputs, Control Charts, Control charts for variables, Control charts for attributes. Acceptance Sampling, O.C. Curve, Single Sampling Plan, Double Sampling Plan, Acceptance Sampling by variables

Unit – V Quality Management

6 Hours

Quality management, Costs of Quality, Quality system standards, Bureau of Indian Standards (BIS), International Organization for Standardization, ISO 14000, COPC 2000, Approach for Six sigma, Types of six-sigma belts, Benefits of six-sigma



Learning Outcome:

The students will be able to –

- Construct Business Processing Models and understand the need for quality control
- Construct process control charts using various statistical techniques
- Gain an insight about various ISO and six-sigma belts

Text Books:

1. Operations Management by Roberta Russell and Bernard Taylor, Pearson Education, Inc. (2007)
2. Operations Management by Lee Krajewski, Manoj Malhotra, Larry Ritzman and Samir Srivastava, Pearson Education, Inc. (2016)

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. Production and Operation Management by Kanishka Bedi Oxford University press
3. Production and Operation Management by S. A. Chunawala, Dr. Patel Himalaya Publications

Subject : Purchase & Inventory Management								
Program : MBA Operations Management			Subject Code :			Semester : IV		
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

The Course equips the students about purchasing and its systems and procedure. It also gives an understanding of price forecasting, special purchase systems, public buying and online purchasing. And also gives knowledge on inventory management systems and its techniques.

Course Contents

Unit 1: Purchase Management

6 Hours

Introduction - importance and functions of purchase Department, - Organization for purchase function, - centralized and decentralized purchasing, -objectives of purchasing i.e. 6R's of purchasing.

Unit 2: Purchase Procedure

6 Hours

Pre-purchase considerations, - standard purchase procedure, - post-purchase issues, - Standard form used in purchasing like purchase requisition, - tender / quotation documents, - schedule of quotations, - purchase order, - follow-up order, - cancellation of order, Bill of Materials.

Unit 3: Special Purchase Systems & Online Purchasing

6 Hours

Forward Purchase, - Tender purchase, - Blanket order, - zero stock, - Rate contract, - Price Forecasting: Price and Pricing impact, - price negotiations and fixing, - Purchasing under fluctuating prices, - purchasing under uncertainty, - Concept of online purchasing, - advantages, -procedure of online purchasing and current online purchase practices

Unit 4: Introduction to Inventory Management

6 Hours

Importance and Scope of Inventory control, Types of Inventory, Elements of Inventory Management, Costs associated with inventory, inventory control, selected inventory control, Inventory Control Systems, Economic Order Quantity Models. Role of inventory in SC

Unit 5: Inventory Management System

6 Hours

Basic EOQ Model, EOQ Model with Non-instantaneous Receipt, Quantity discounts, Recovery Point, Safety stocks, Service Level, Reorder Point with Variable demand, Order quantity for a periodic inventory system, Order quantity with variable demand



Learning Outcomes:

The students will be able to –

- Understand the objectives of purchasing and purchasing procedure
- Analyze the pricing impact and also forecast the prices
- Calculate the cost associated with inventory and quantity required in order to control the inventory

References:

1. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Singh, Surender Cost Accounting Scholar Tech Press New Delhi
4. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi.
5. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.
6. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
7. Arnold, Champman and Ramakrishnan, Introduction to Materials Management 5th ed., 2007 Pearson Education, Inc.
8. Lee, L. and Dobler, D.W. (1984), Purchasing and Materials Management, McGraw Hill, New York.
9. Pertman, K.I. (1990). Handbook of Purchasing and Materials Management, Probus Publishing Company, Chicago.
10. Willets, W.F. (1969). Fundamentals of Purchasing, Appleton-Century-Crafts, New Delhi.
11. Biederman, David. "Reversing Inventory Management." *Traffic World* (12 December 2004):1.
12. Sucky, Eric. "Inventory Management in Supply Chains: A Bargaining Problem." *International Journal of Production Economics*.

Subject : OPERATIONAL DECISIONS								
Program : MBA Operations Management			Subject Code :			Semester : IV		
Teaching Scheme			Examination Evaluation Scheme					
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3	0	0	3	60		40		100

Learning objective:

The subject introduces the concept AHP and case studies related to it. Lean system and few project management tools are also taught. They will learn about various forecasting processes along with multiple forecasting methods.

Course Contents:

Unit I – Supplier Selection

6 Hours

Analytical Hierarchy Process, Method solving, AHP with Excel, Case Study and examples

Unit II – Lean Systems

6 Hours

Continuous improvement using Lean systems approach, Strategic characteristics of Lean Management, Designing Lean System layouts, Group Technology, Value Stream Mapping, the Kanban system, Operational benefits and Implementation issues, Inventory and Scheduling

Unit III – Making Forecasts

6 Hours

Components of Forecast demands, Forecasting process, Forecasting methods, Time Series Methods, Linear trend line, Seasonal Adjustments, Forecast accuracy, Forecasting as a process, Using multiple Forecasting methods

Unit IV – Production Management Tools

6 Hours

Just-in-Time Manufacturing - Basic Principles, Universal Problem Solving Sequence, Push/Pull Production, JIT implementation, JIT in services, benefits, Poka Yoke –Characteristics, Levels, Classification, Principles, Kaizen – Key elements, Steps of implementation of Kaizen system.

Unit V – Lean Production

6 Hours

Introduction, Steps of Lean Management, Components of Lean Management, Business Process Reengineering, Applications of BPR, Quality function deployment, Enterprise Resource Planning (ERP), Evolution of ERP, Benefits of ERP



Learning Outcomes:

- To familiarize the students with the concept of lean management.
- To understand basic principles, implementation and services of Just-in-Time manufacturing.
- Get familiar to characteristics of lean management and introduce to Business Process Reengineering.

Subject: Contemporary Issues in Operations Management								
Program: MBA – Operations Management				Subject Code:			Semester : IV	
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 make students aware of the current marketing practices and issues in the field of marketing

Course Content:

UNIT-I

Contemporary issues/ practices – part I

UNIT-II

Contemporary issues/ practices – part II

UNIT-III

Contemporary issues/ practices – part III

UNIT-IV

Contemporary issues/ practices – part IV

UNIT-V

Contemporary issues/ practices – part V

Course Outcome:

Text Books: None

Reference Books: None

Web resources:



Subject : Operations Management Specialisation Project II								
Program : MBA Operations Management			Subject Code :			Semester : IV		
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
0	0	0	4	00	50	00	50	100