



Assam Science and Technology University

MBA 3rd Semester Syllabus

Effective from Academic Session 2017-18

Programme : Post Graduate

Course : Master of Business Administration (MBA)

MBA 3 rd Semester						
Sl. No.	Paper Code	Name of the Paper	Hours per week			Credit
			L	T	P	C
Theory						
1.	BA172301	Business Policy and Strategic Management	3	0	0	3
2.	BA172302	Operation Research for Industry	3	0	0	3
3.	BA172323	Summer Internship Project	0	0	0	3
Finance Specialisation						
4.	BA17230F1	Behavioural Finance	2	0	0	2
5.	BA17230F2	Security Analysis and Portfolio Management	3	0	0	3
6.	BA17230F3	Tax Planning and Management	3	0	0	3
HR Specialisation						
7.	BA17230H1	Managerial Behaviour and Effectiveness	2	0	0	2
8.	BA17230H2	Industrial Relations and Labour Laws	3	0	0	3
9.	BA17230H3	Organisational Change and Development	3	0	0	3
Marketing Specialisation						
10.	BA17230M1	Brand Management and Advertising	2	0	0	2
11.	BA17230M2	Supply Chain Management	3	0	0	3
12.	BA17230M3	Consumer Behaviour Analysis and Retailing	3	0	0	3
Production Specialisation						
13.	BA17230P1	TQM and Six Sigma	3	0	0	3
14.	BA17230P2	Service Operation Management	2	0	0	2
15.	BA17230P3	Operation Strategy Planning and Control	3	0	0	3
TOTAL			22	0	0	25
Total Contact Hours: 22						
Total Credit : 25						

Paper	:	Business Policy and Strategic Management
Paper Code	:	BA172301
Total credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To introduce students to the concept of Business Policy and strategic management.
2. To give them fair understanding of strategy formulation, implementation, evaluation and control.
3. To familiarize students with various functional plans and policies.

Course Outcomes

1. Would be able to understand strategic management and its implications in the organization.
2. Would be able to formulate, implement, evaluate and control strategies at various levels.
3. Would be able to integrate various functional plans and policies for implementing functional strategies.

Unit No.	Contents	No. of sessions
I	Strategic Management concept Evolution of strategic management and business policy, Understanding strategy, levels of strategy, strategic decision making, Strategy formulation-schools of thought (prescriptive, descriptive, integrative), Strategic management-concept, definition, elements, process, model of strategic management process, Establishment of strategy-strategic intent, vision, mission, goals, objectives. Concept of business-dimensions, levels, product/service concept	10
II	Formulating strategy Concept of environment, environmental sectors; Corporate level strategy - expansion, stability, retrenchment, combination, concentration, integration, diversification, cooperative,	10

	digitalization; Business-level strategy-concept, generic business strategies (cost-leadership, focus, differentiation); Strategic analysis- process of strategic choice, Tools & Techniques for Strategic Analysis (SWOT, Corporate portfolio, experience curve, life cycle and industry analysis)	
III	Implementing strategy Nature, barriers, forward linkages, backward linkages, resource allocation, Structural implementation-considering organizational structure, types of organizational structures, structure for strategies (business-level, corporate-level); Functional and operational implementation-functional strategies (vertical fit, horizontal fit), financial policies, marketing policies, operational policies, personnel policies, information policies; Integration of policies-considerations, operational implementation (operational effectiveness, productivity, processes, people).	10
IV	Evaluating and controlling strategy concept, nature of strategic evaluation & control, importance, participants, barriers, requirements for effective evaluation; strategic control-premise control, implementation control, strategic surveillance; Operational control-process, setting up the standards, measurement of performance, analysis of variances, corrective action, Techniques of evaluation & control-techniques for strategic control & operational control.	10

Recommended Text Book(s):

1. Azhar Kazmi – Strategic Management & Business Policy, 3rd Ed., TATA McGraw Hill Pub., 2010

Collateral Reference(s):

1. Thomas L. Wheelan & J. David Hunger-Concepts in Strategic Management & Business Policy, 12th Ed., Pearson Pub., 2011

Paper	:	Operation Research for Industry
Paper Code	:	BA172302
Total credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To identify and develop mathematical model for quantitative analysis of managerial problems in industry so that the available resources can be used effectively.
2. To provide deep understanding of tools in optimization, simulation and linear programming.
3. To understand the applications of integer programming problems and specially structured linear programmes like transportation and assignment problems.

Course Outcomes

1. This course helps to recognize the importance and value of operation research and mathematical modelling in solving real problems in industry.
2. This course helps to gain knowledge of linear programming using graphical, Simplex, Big M method and helps to understand the relationship between a linear program and its dual.
3. This course provides important insight into transportation and assignment problems using various methods to get optimal solution and knowledge about the use of simulation modelling.

Unit No.	Contents	No. of sessions
I	Introduction to Operation Research Application of Operation Research in Decision Making. Linear Programming: Mathematical formulations of LP Models for product mix problems, Graphical and Simplex Method for solution of maximization and minimization problems, Duality.	15
II	Transportation Problem Introduction to transportation problems, North - West corner rule, Least cost method, Vogel's approximation method for obtaining initial feasible solutions, Stepping stone and MODI method to get	10

	optimal solution. Assignment Problem Hungarian Method, Unbalanced assignment problems, Constrained Assignment problems.	
III	Game Theory Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game	10
IV	Simulation Introduction to simulation, Phases, Monte Carlo Simulation and its application, advantages and disadvantages. Simulation of inventory and queuing systems.	5

Recommended Text Book(s):

1. ND Vohra, Quantitative Techniques in Management

Collateral Reference(s)

1. JK Sharma, Operations Research Theory and Application.

Paper	:	Summer Internship Project
Paper Code	:	BA172323
Total Credit	:	3 (three)
L-T-P	:	0-0-0
Total Sessions	:	-

Course Objectives

1. To give an insight into the working of the real organisations.
2. To gain deeper understanding in specific functional areas.
3. To appreciate the linkages among different functions and departments.
4. To develop perspective about business organisations in their totality.

Course Outcomes

1. Articulates connections between internship experiences and course work across the curriculum.
2. Uses work experience to further develop discipline knowledge and outcomes.
3. Develops increasing sophistication in reading the organisation.
4. Demonstrates professional responsibility.

Paper	:	Behavioural Finance
Paper Code	:	BA17230F1
Total credit	:	2 (two)
L-T-P	:	2-0-0
Total Sessions	:	30

Course Objectives

1. To understand how human psychology leads to biases and mistakes in the financial decisions of others and potentially of themselves.
2. To understand the heuristics involved in financial decision making
3. To create an awareness of common biases and mistakes and how to mitigate them as finance industry professionals, managers in non-financial firms, and investors of their own money.

Course Outcomes

1. Explain different types of investor biases and heuristics.
2. Apply behavioural finance in the aggregate stock market.
3. Apply behavioural finance in corporate financial decisions.

Unit No.	Contents	No. of sessions
I	Conventional Finance, Prospect Theory and Market Efficiency <ul style="list-style-type: none"> • Neoclassical Economics, Rational Preferences, Utility Theory, Risk Attitude, Allais Paradox. • Prospect Theory, Mental Accounting 	7
II	Behavioural Science Foundations <ul style="list-style-type: none"> • Perception, Memory and Heuristics; Familiarity and related heuristics; representativeness and related biases, anchoring; • Overconfidence - Miscalibration; other strains of overconfidence, factors impeding correction. • Emotional Foundations – Emotion, Emotion Theory, Emotion and reasoning. 	8
III	Investor Behaviour <ul style="list-style-type: none"> • <i>Implications of Heuristics and Biases for Financial Decision making</i> - Financial Behaviour stemming from 	10

	<p>Familiarity and from representativeness; Anchoring to available Economic clues</p> <ul style="list-style-type: none"> • <i>Implications of Overconfidence for Financial Decision-making</i> - Overconfidence and excessive trading; Demographics and dynamics; under-diversification and excessive risk taking; Excessive Optimism • <i>Individual Investors and the Force of Emotion</i> - Mood of investors and market; Pride and regret; the disposition effect; House Money. 	
IV	<p>Social Forces and Neurofinance</p> <ul style="list-style-type: none"> • Social Forces – Homo Economics; Fairness, Reciprocity and Trust • Neurofinance and insights. 	5

Recommended Text Book(s):

1. Understanding Behavioural Finance by Lucy F. Ackert & Richard Deaves; Cengage Learning

Collateral Reference(s)

1. Behavioural Finance by William Forbes; Wiley India
2. Value Investing & Behavioural Finance – Insights into Indian Stock Market Realities by Parag Parikh; Tata McGraw Hill Education Private Limited.

Paper	:	Security Analysis and Portfolio Management
Paper Code	:	BA17230F2
Total Credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To familiarise the students with the stock markets of India, its terminology, types of securities etc.
2. To acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved
3. To familiarise the student with basic concepts and various tools and techniques to facilitate the managers in managing their portfolio.

Course Outcomes

1. Estimate risk and return of individual security and that of portfolio and risk-return trade-off.
2. Evaluate stocks and bonds
3. Construct and manage an investment portfolio

Unit No.	Contents	No. of sessions
I	Introduction & Investment Alternatives <ul style="list-style-type: none"> • Introduction to the Investment Environment, Investment Alternatives, Investment v/s Speculation • Financial Markets: Calculation of various Indexes, Trading & Settlement of Securities, Margin Account Calculations, Types of orders & Trading Costs, Short Selling of Securities • Role & Functions of SEBI, Structure & Working of BSE & NSE 	5
II	Statistical Component & Preliminary Asset Analysis <ul style="list-style-type: none"> • Risk & Return – Definition of Risk, Systematic and Unsystematic risk, Minimising Risk Exposure, Definition of Return, Single stock and Portfolio Risk and Return Measurement. • Quantitative Concepts: Mean, Variance, Covariance, Correlation, Regression, Normal Distribution & their application 	10

	<p>in Finance</p> <ul style="list-style-type: none"> • Portfolio Concept: Markowitz Portfolio Theory, Capital Asset Pricing Model, Characteristics Line, CML & SML, Arbitrage Pricing Theory • Efficient Market Hypothesis: Weak, Semi-Strong & Strong Form 	
III	<p>Equity Valuation Models</p> <ul style="list-style-type: none"> • Dividend Discount Models: Single Period & Multi Period Models, Zero Growth, Constant Growth, Two Stage, Three Stage, H-Model • Active & Passive Portfolio Management 	7
IV	<p>Bond Valuation Concepts</p> <ul style="list-style-type: none"> • Bond Characteristics, Bond Prices & Yields, Risk in Bonds, Yield to Maturity, Realized YTM, Interest Rate Risk • Bond Duration, Modified Duration, Immunization Strategy, Active & Passive Bond Portfolio Management 	6
V	<p>Fundamental & Technical Analysis</p> <ul style="list-style-type: none"> • Fundamental Analysis: Economic Analysis, Industry Analysis & Company Analysis • Technical Analysis: Assumptions, Dow Theory, Indicators, Charts, Moving Averages, ROC, RSI 	7
VI	<p>Advanced Portfolio Concepts</p> <ul style="list-style-type: none"> • Mutual Funds – basic concept • Construction of Optimal Portfolio (Sharpe's Index Model) • Portfolio Performance Evaluation: Sharpe Ratio, Treynor Ratio, Jensen Measure, M² Measure, Fama Decomposition Model 	5

Recommended Text Book(s):

1. Investment Analysis & Portfolio Management (4th Edition) by Prasanna Chandra, Tata McGraw Hill
2. Security Analysis and Portfolio Management, 2nd Edition, Punithavathy Pandian, Vikas Publishing House Pvt. Ltd.

Collateral Reference(s)

1. Security Analysis & Portfolio Management by S. Kevin, PHI Learning
2. Security Analysis and Portfolio Management, Samuel Thomas, PHI Learning Private Limited

Paper	:	Tax Planning and Management
Paper Code	:	BA17230F3
Total credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To gain the knowledge about various concepts of direct and indirect tax and the tax laws operating in India.
2. To have a proper tax planning for the business houses with the help of various legal techniques of minimising the tax payable to the Government.
3. To familiar with the process of filing the Income Tax Return against an individual or for an enterprise.

Course Outcomes

1. It will help the students to gain knowledge about the fundamental concepts Tax and the Law operating in India.
2. It will enhance the procedure to calculate the taxable income and the tax payable on that income under different heads.
3. It will help to develop knowledge about the nature and scope of Goods and Services Tax Law and the genesis of GST in India.

Unit No.	Contents	No. of sessions
I	Introduction to Income Tax Fundamental Concepts; Sources and Authority of taxes in India; Sources and history of Income Tax Law; Basic concepts and Important definitions; Relevance of method of accounting for heads of income; persons; Residential status; Incomes exempt from tax.	6
II	Profit and Gains of Business or Profession Incomes chargeable under the head PGBP; Speculation Business; Important admissible Deductions; Certain deductions to be only on payment basis; Computation of PGBP; Depreciation – Normal and Additional.	10

III	Capital Gains Meaning and types of Capital Asset; Transfer; Scope and year of chargeability; Transactions regarded and not regarded as transfer; Mode of computation of Capital Gains; Exemptions of Capital Gains; Tax on Capital Gains.	8
IV	Computation of Total Income and Tax Liability Steps involved in computing the Total Income; Deductions available from Gross total income; Tax Deducted at Source; Minimum Alternate Tax; Filing of ITR and Payment of Taxes- Advance Tax and Tax Deduction at source.	8
V	Goods and Services Tax Introduction to GST; Levy and Collection of GST; Composition Levy; SGST, CGST and IGST; Time and Place of Supply; Input Tax Credit; Registration; Return Process and Payment of Tax; Offences and Penalties; Computation of GST.	8

Recommended Text Book(s):

1. Students' Guide to Income Tax by Dr. Vinod K. Singhania and Dr. Monica Singhania; TAXMANN.
2. Income Tax by B B Lal, Pearson.
3. GST– a Professionals Guide by Abhishek A. Rastogi, TAXMANN

Collateral Reference(s)

1. A Students' Guide to Income Tax by CA. Arvind Dubey; LexisNexis.
2. Basics of GST by Nitya Tax Associates, TAXMANN.

Paper	:	Managerial Behaviour and Effectiveness
Paper Code	:	BA17230H1
Total credit	:	2 (two)
L-T-P	:	2-0-0
Total Sessions	:	30

Course Objectives

1. To examine managerial styles with respect to both concern for people and concern for production.
2. To assess various systems of management and relate these systems to the organizational characteristics.

Course Outcomes

1. Students will acquire knowledge about appropriate styles of managerial behaviour
2. Will enhance adaptability and problem solving ability of students across diversified situations.

Unit No.	Contents	No. of sessions
I	Concept of Managerial Effectiveness Definition, the Person Process and Product Approaches; Measuring Managerial Effectiveness: Current Industrial Practices in the Management of Managerial Effectiveness, Effective and Ineffective Job Behaviour, Effective Manager as an Optimiser.	8
II	Environmental Issues in managerial effectiveness Organisational Processes; Organisational Climate; Leader-Group influences; Job Challenge; Competition; Crisis Management; Managerial Styles.	6
III	Characteristics of Effective Managers Stress Management: Sources of Stress, Effects of Stress, Coping Strategies; Spirituality and Stress Management; Maintaining Work-life Balance Time Management: Analysis of time, Planning time and resources, Setting goals and objectives, Planning to achieve goals.	6

IV	<p>Interpersonal skills and creativity in Management</p> <p>Developing Interpersonal skills: Developing Assertiveness, Accepting Responsibilities and Managing Conflicts; Transaction Analysis and Managerial Effectiveness; Managing Emotion at workplace: Negative and Positive Emotions at workplace, Emotional Intelligence.</p> <p>Creativity: Importance of being creative, Barriers to creative thinking; Enhancing creativity: Popular techniques, Stimulating creativity in Organisations</p>	10
-----------	---	----

Recommended Book(s):

1. Managerial Behaviour and Effectiveness by E Ananda Raja, N R V Prabhu and P Kameshwara Rao, Excel books.

Collateral Reference(s):

1. Management by Peter Drucker, Harper Row.
2. Effective Training Systems Strategies and Practices by Blanchard and Thacker, Pearson.
3. Managing Innovation by Joe Tidd, John Bessant, Keith Pavitt ,Wiley (3rd Ed).
4. Appraising and Developing Managerial Performance by T.V.Rao, Excel Books.
5. Personality Development and Career Management by M Omkar, S Chand (1st Ed)

Paper	:	Industrial Relations and Labour Laws
Paper Code	:	BA17230H2
Total Credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To know the importance of industrial relations in an organisation for its effective performance.
2. To understand and practice labour laws in organisations.
3. To manage employee relations effectively in organisations.

Course Outcomes

1. Will know the importance of industrial relations in an organization for its effective management of HR.
2. Will be able to understand and practice labour laws in organisations.
3. Will be able to handle employee relations effectively in organisations.

Unit No.	Contents	No. of sessions
I	<p>Industrial Relations (IR) - An overview</p> <ul style="list-style-type: none"> • Industrial Relations: Concept, Importance, Scope and Aspects; Factors affecting IR; Approaches to IR; Pre-requisites of Successful IR Programme. <p>Trade Union</p> <ul style="list-style-type: none"> • Concept, General features, Functions of Trade Unions in India, Types of Trade Unions; Structure of Trade Union in India. • Problems of Trade Unions; Rights and Obligations of Recognized Trade unions. 	10
II	<p>Resolution of Industrial Conflicts</p> <p>Overviews of Tripartite body: ILC & SLC; Bipartite Body: Works Committee & JMC; Ethical Codes: Principles, Features, Objectives; Code of Discipline in Industry.</p> <p>Collective Bargaining</p> <p>Concept, Features, Importance, Content and Coverage, Process of Negotiation during Bargaining, Pre-requisites of Collective</p>	10

	Bargaining Agreements.	
III	Industrial Relations: Legislations <ul style="list-style-type: none"> • Industrial Dispute Act 1947: Definitions, Authorities under the Act, Strikes and Lock outs, Lay off, Retrenchment and Closure. • Factories Act 1948: Definitions, Provisions related to Health, Safety, Welfare, Working hours and Holidays, Annual leave with wages 	12
IV	Workers' Participation in Management <ul style="list-style-type: none"> • Concept, Objectives of Workers Participation, Forms of Participation, Levels of Participation. India and International Labour Organization (ILO) <ul style="list-style-type: none"> • Objectives, Procedure for Admission as a member, Structure of the ILO, the Governing Body, The ILO office, Finance, Impact on Indian Labour. 	8

Recommended Text Books:

1. Dynamics of Industrial Relations by Mamoria, Mamoria and Gankar, Himalaya Publishing House.

Collateral References:

1. Industrial Relations and Labour Laws by Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, Mc Graw Hill Education.

Paper	:	Organisational Change and Development
Paper Code	:	BA17230H3
Total credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To apply theories and current research concerning individuals, groups, and organizations to the process of change
2. To analyze ongoing activities within an organization and to design a plan for change implementation.
3. To identify organizational situations that would benefit from the implementation of OD interventions.

Course Outcomes

1. Will be able to apply theories and current research concerning individuals, groups, and organizations to the process of organizational change.
2. Will be able to analyze the ongoing activities within an organization and to design a plan for change implementation.
3. Will be able to identify organizational situations for the implementation of OD interventions.

Unit No.	Contents	No. of sessions
I	The Nature of Planned Change <ul style="list-style-type: none"> • Introduction to change, Importance and need for change, Forces of change, Types of change, Change and its impact on people. • Resistance to Change, Overcoming resistance, Minimising resistance, Organisational Culture and dealing with change. • Effective Change Management, Key factors in effective Change Management, Skills for leaders. 	10
II	Models of Change <ul style="list-style-type: none"> • Lewin's Force Field Analysis Model, Greiner's Organisational Growth Model, Systems Model of change, Continuous Change Process Model. Organisational Development-an Introduction <ul style="list-style-type: none"> • Definition, Characteristics of OD, Model of OD- Action 	10

	<p>Research.</p> <ul style="list-style-type: none"> • Diagnostic Models, Methods of obtaining Diagnostic information; The Change Agent; Client consultant Relationship in OD. 	
III	<p>OD Interventions- An overview</p> <ul style="list-style-type: none"> • Introduction, Definition of OD intervention, Selecting an OD Intervention, Classification of OD Interventions. • Personal and Interpersonal Intervention: Laboratory Training, Career Planning, Managerial Grid, Stress management, Johari Window & Transaction Analysis. 	12
IV	<p>Team, Intergroup, Structural and Comprehensive Interventions</p> <ul style="list-style-type: none"> • Team & Inter Group Development Intervention: Role Negotiation, Role Analysis, Self Managed work teams; Third party consultation, Organisation Mirror, Intergroup Team Building. • Structural Interventions: Job Design, Quality of Work Life, MBO & Appraisal. 	8

Recommended Text Book(s):

1. Organisation Change and Development By Kavita Singh, Excel Books.

Collateral Reference(s)

1. Theory of Organisation Development and Change by Thomas G. Cummings and Christopher G. Worli, (9e), CENGAGE Learning.

Paper	:	Brand Management and Advertising
Paper Code	:	BA17230M1
Total credit	:	2 (two)
L-T-P	:	2-0-0
Total Sessions	:	30

Course Objectives

1. To provide an understanding of the key issues in building and maintaining brands and brand equity.
2. To gain insights into the importance and value of advertising.
3. To gain knowledge and skills that may be applied immediately to leverage brand for increased customer loyalty, competitive advantage and profitability.

Course Outcomes

1. Able to understand, explain, apply and critically examine the concepts and practices of branding
2. Able to identify and explore the advertising decision areas.
3. Demonstrate ability to develop a brand, including advertising, positioning and integrated communication.

Unit No.	Contents	No. of sessions
I	Introduction to Brands & Brand Management Brands vs Products; Branding challenges & opportunities; Identifying & establishing brand positioning; Defining & establishing brand mantras; Internal branding.	6
II	Brand Performance & Brand Equity Brand value chain – value stages & implications; Brand architecture; Brand hierarchy; Reinforcing & revitalizing brands; Adjustments to the brand portfolio.	8
III	Introduction to Advertising Management Advertising- Meaning, purpose, function; Types of advertising; Social, economic & ethical implications; Advertising theories - Stimulus Response Theory, AIDA, DAGMAR Model, Theory of Cognitive Dissonance; Media Planning – media characteristics, preparing a media plan; Planning in advertising campaign; Advertising budget – meaning & methods.	8

IV	Creative Strategy & Agency Relationships Creativity; Idea generation – shaping of ideas; Creating an appeal; Design & layout – steps & elements in a layout process; Colour psychology; Ad Agency - types, structure & functions; Agency-client relationship; Areas of conflict, Future of advertising.	8
-----------	---	---

Recommended Book(s):

1. K.L. Keller, M.G. Parameswaran & I. Jacob - Strategic Brand Management, 3rd Edition, PEARSON.
2. Jaishri Jethwaney & Shruti Jain—Advertising Management, 2nd Edition (Oxford University Press).

Collateral Reference(s):

1. Sangeeta Trott & Vinod V. Sople – Brand Equity: An Indian Perspective, (PHI).
2. Sangeeta Sharma & Raghuvir Singh - Advertising- Planning and Implementation (PHI).
3. Manendra Mohan - Advertising Management – Concepts and Cases (TATA McGraw Hill).
4. Rajeev Batra, John G. Myers & David A. Aaker - Advertising Management, 5th Edition (PEARSON).

Paper	:	Supply Chain Management
Paper Code	:	BA17230M2
Total Credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To introduce the students with the concepts and practices of SCM.
2. To introduce the major building blocks, major functions, major business processes, and major decisions (strategic, tactical, and operational) in supply chain networks.
3. To understand the unique challenges of managing supply chain in India.

Course Outcomes

1. Familiar with the concepts and practices of SCM which will help deliver corporate success through more efficient coordination with the suppliers, and customers.
2. Adequately skilled to rise up to the expectations of the organizations.
3. Able to comprehend the challenges of managing supply chain in India and leverage the business environment as well as with skills to assume greater responsibilities.

Unit No.	Contents	No. of sessions
I	Introduction SCM - definition, key concepts & enablers; SC performance in India; SC strategy – customer service and cost trade-offs, order delivery lead time, SC responsiveness; Enhancing supply chain performance; Outsourcing - strategic approach for make vs buy, the make-versus-buy continuum, portfolio approach.	08
II	Inventory management Need & types of inventory; Inventory-related costs; Managing cycle stock & seasonal stock; Managing inventory for short life cycle products; Multiple-item, multiple-location inventory management.	08
III	Transportation & Network Design Transportation - drivers, modes & impact of speed of delivery & demand uncertainty; Strategy design for transportation; Vehicle	10

	scheduling by saving algorithm; Network design – operations planning, design problems; Location of service systems.	
IV	Information Flow Management Demand forecasting - role of forecasting, qualitative & quantitative methods; Enabling SC through IT; SC integration – internal & external, industry level initiatives (VMI, ECR, CPFR).	08
V	Pricing & Revenue Management Pricing – law of demand & optimal pricing decision; Revenue management for multiple customer segments; Innovative pricing.	06

Recommended Text Books:

1. Janat Shah - Supply Chain Management -Text & Cases (PEARSON)

Collateral References:

1. Martin Christopher - Logistics & SCM - Strategies for Reducing Cost & Improving Service, 2nd Edition (PEARSON).
2. N. Chandrasekaran - Supply Chain Management - Process, System & Practice (Oxford Univ. Press, 2010).
3. Sunil Chopra, Peter Meindl & D.V. Kalra - Supply Chain Management - Strategy, Planning & Operation, 4th Edition (PEARSON).
4. Sunil Sharma - Supply Chain Management - Concepts, Practices & Implementation (Oxford Univ. Press, 2010).

Paper	:	Consumer Behaviour Analysis and Retailing
Paper Code	:	BA17230M3
Total credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To understand behaviour of consumer while buying and taking decision during adoption.
2. To analyse how the consumers take decisions with the help of various models of consumer behaviour and to explain the learning process of consumer behaviour and the measurement of attitude.
3. To identify the issues involved in retailing and the evaluation of retail environment.

Course Outcomes

1. It will help to develop the knowledge about consumer behaviour, attitude and personality in relationship with marketing.
2. Students will understand the different models of consumer behaviour to explain the consumer decision-making process.
3. It will enhance their concepts about the retailing and retail environment in India.

Unit No.	Contents	No. of sessions
I	Introduction to Consumer Behaviour Definition of Consumer Behaviour; Nature and Scope of Consumer Behaviour; Internal factors affecting Consumer Behaviour; Need for understanding Consumer Behaviour; The Consumer Decision making process.	6
II	Models of Consumer Behaviour Howard and Sheth Model; Engel, Kolatt & Blackwell Model; Nicosia Model	5
III	Consumer personality and Perception Elements of Perception; Perception and its dynamics; Perceptual Selection and Organisation; Impact and usage of Perception in consumer behaviour; Personality and consumer behaviour; Nature and Theories of Personality; Psycho-analytical Theory, Socio-psychological theory, Trait Theory	8

IV	Learning and Attitude Elements of Consumer Learning; Learning and its process; Classical and Operant Conditioning; Information Processing and Storing. Attitude Measurement and Formation; Tri-component Model; Multi-attribute measurement of attitude.	7
V	Reference Groups and Word-of-Mouth Meaning of Reference Groups; Consumption-Related Reference Groups; Family and lifestyle concepts; Word-of-Mouth and Opinion Leadership; Social class; Adoption and diffusion of innovations.	6
VI	Retailing An overview of Retailing; Different types of Retailing; Retail Store Location; Layout Analysis; Site Evaluation and Selection; Store Design and Layout; Pricing Strategies; Budgeting and Inventory Evaluation.	8

Recommended Text Book(s):

1. Consumer Behaviour by Leon G. Shiffman & Leslie LazarKanuk, (latest edition available in the market), Pearson publication.
2. Retail Management by C. Bajaj, R.Tuli & N H, Srivastava. Oxford University Press.

Collateral Reference(s)

1. Consumer Behaviour-Insights from Indian Market by Ramanuj Mazumdar, PHI
2. Retail Management by Barry Berman & J.R. Evans, Pearson Education.

Paper	:	TQM and Six Sigma
Paper Code	:	BA17230P1
Total credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To understand the basic concepts of TQM and its benefits.
2. To acknowledge, understand, implement Six Sigma principles

Course Outcomes

1. Know business excellence models and be able assess organization's performance making reference to their criteria.
2. Know the principles of total quality management and peculiarities of their implementation.
3. Be able to use quality management methods analyzing and solving problems of organization.

Unit No.	Contents	No. of sessions
I	<p>Introduction</p> <p>Dimensions of Product Quality and Service Quality; Cost of Quality; Evolution of TQM; Principles of TQM, Leadership, The Deming philosophy, Core values, Quality statements – vision, mission and quality policy statements; Total Quality Management Excellence Model; Prerequisites of TQM; Implementation of TQM programme – steps; Barriers and Benefits.</p> <p>Leadership and Strategic Planning, Customer Satisfaction, Employee Involvement, Continuous Process Improvement. Supplier Partnership.</p>	8
II	<p>Kaizen</p> <p>Concept, Segments of Kaizen, Tools for Gemba Kaizen. Principles of Lean manufacturing.</p> <p>5-S, CWQC, QFD – House of Quality, QCC, Poke-Yoke.</p>	6
III	<p>Quality Improvement Tools</p> <p>Seven quality control tools; Management and Planning tools –</p>	7

	Affinity Diagram, Relations Diagram, Systematic/Tree Diagram, Matrix diagram, Matrix Data Analysis method, Arrow Diagram, Process design and program chart. Quality awards – Deming Prize, MBNQA – criteria.	
IV	Stabilizing and Improving a Process with Control Charts Process variation, attribute control charts, variable control charts, out-of-control patterns, diagnosing a process – use of diagnostic tools and techniques	5
V	Process Capability Attribute process capability and variable process capability studies, Process capability indices, process improvement. Design of Experiments – Introduction, one-factor designs, two factor factorial designs.	8
VI	Six Sigma Introduction, Relationship between the voice of customer and voice of the process, The DMAIC model, Benefits and costs of six sigma management, Roles and Responsibilities.	6

Recommended Book(s):

1. Total Quality Management by Poornima M. Charantimath (Publisher: Pearson Education)
2. Total Quality Management by Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre (Publisher: Pearson Education)
3. Quality Management by Howard S. Gitlow, Alan J. Oppenheim, Sosa Oppenheim and David M. Levine (Publisher: McGraw-Hill)

Paper	:	Service Operation Management
Paper Code	:	BA17230P2
Total Credit	:	2 (two)
L-T-P	:	2-0-0
Total Sessions	:	30

Course Objectives

1. Understand the unique challenges in managing excellent service operations.
2. Gain exposure to and mastery of analytical tools specific to service industries.
3. Develop the ability to design and deliver operations to achieve competitive advantage in services.

Course Outcomes

1. Understand core concepts, models and managerial issues in service operations management.
2. Critically assess the performance of service delivery processes.
3. Develop proficiency in a range of quantitative and qualitative techniques necessary for service organizations.

Unit No.	Contents	No. of sessions
I	Understanding Services Distinctive Characteristic of service operations; types of service processes; Focused and unfocused service operations; Service encounters – elements; Service Strategy and competitiveness – generic competitive strategies; Formulating competitive service strategy – Basic elements of strategic service vision. Strategic Role of Information in Services. Virtual value Chain.	3
II	Service Processes Creating service experience, nature of service processes – service product variety, types of processes, Engineering services processes – process mapping, walk-through audits, service transaction analysis; Controlling service processes; Repositioning service processes. Service Quality Measuring Service Quality, Quality Service by Design – Service package, Poka-Yoke, Quality Function Deployment. Service Recovery.	7

III	Service Design and Development Service Design elements, Tools for designing quality and value, Service Blueprinting, Principles of service design, Design process, Technology in service – Technology in the service encounter, evolution of self-service, Automation in services, Internet as service enabler, Challenges of adopting new technology in services.	3
IV	Service system Work Measurement in services; Locating facilities and Designing their layout; Strategic Location considerations, Modeling considerations, Facility location techniques. Operating the service system Managing demand and supply in services, Queuing and Simulation, Service Quality and Continuous Improvement, Service Productivity and Measurement of performance; Driving operational performance – operational improvement approaches, service recovery, service guarantees.	10
V	Tools and Techniques for Managing Service Operations Forecasting demand for services, Vehicle Routing and scheduling; Linear and Goal Programming Applications for services. Managing Waiting lines – Queuing systems, Principles and Features of Waiting line management. Analytical Queuing models. Capacity planning criteria	10
VI	Managing supply relationships Types of supply relationships, managing service supply chains, managing through intermediaries, supply partnerships, service-level agreements. Outsourcing Services – outsourcing process, managerial considerations.	7
VII	Managing Service Projects Techniques, Resource constraints, Monitoring.	2

Recommended Text Books:

1. Service Operations Management – Improving Service Delivery by Robert Johnston and Graham Clark (Publisher: Pearson Education)
2. Service Management and Operations by Cenzig Haksever, Barry Render, Roberta S. Russell and Robert G. Murdick (Publisher: Pearson Education)
3. Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)

Paper	:	Operation Strategy Planning and Control
Paper Code	:	BA17230P3
Total credit	:	3 (three)
L-T-P	:	3-0-0
Total Sessions	:	40

Course Objectives

1. To provide students with the basic concepts related to the interactions between the operations management system parameters and their impact on production and inventory control systems design.
2. To provide students with methodology and models for the generation of company forecasts, materials management cost elements, business operations analysis as well as maintenance management.

Course Outcomes

1. Will be confident in formulating operational plans and exercise control.
2. Recognise the importance and value of detailed planning.
3. Capable of using a variety of tools and techniques for operation strategy planning and control in any organisation.

Unit No.	Contents	No. of sessions
I	Strategy Formulation and Implementation, Relevance of Operation strategy, Operations Strategy Formulation Process, Measures to ensure operational excellence, Strategic options for operations, World Class Manufacturing practices; Balanced Scorecard; Strategy Maps, Aggregate project plan, Strategic Frameworks, Critical Value factors.	5
II	Capacity Planning Measures of capacity, Capacity Planning framework, Resource Requirement planning- steps, Rough cut capacity planning; capacity planning requirement - methodology, Alternative for capacity Augmentation, Decision Tree for capacity planning, capacity issues in service industry.	5
III	Forecasting Designing of Forecasting system, Developing a forecasting logic,	5

	Sources of data, Models of forecasting, Exploratory Methods & Causal Methods, Accuracy of forecasts.	
IV	Aggregate Production Planning Framework for aggregate production planning, Alternatives for managing demand, Basic strategy for aggregate production planning. Aggregate production planning using transportation model; Linear programming model for APP.	5
V	Resources Planning Bill of Material, Material Requirement Planning (MRP), Capacity Requirement planning (CRP), Distribution Requirement Planning (DRP), Manufacturing resource planning (MRP-II), Enterprise Resource Planning (ERP)	5
VI	Scheduling of operation Scheduling rules, Scheduling of flow shops, Scheduling of job shops, operational control issues in Mass Production Systems, Planning & control of operations.	6
VII	Inventory Planning and Control Deterministic & Statistic models, Inventory Control systems.	6
VIII	Maintenance Management Changing dimensions of Maintenance management, Maintenance versus scheduling, Maintenance versus quality control. Equipment Life Cycle, Mean Time Between Failures (MTBF), Mean Time to Repair (MTTR), Preventive maintenance, TPM – concepts	6

Recommended Text Book(s):

1. Operations Management by B. Mahadevan, Publisher: Pearson Education
2. Operations Management for MBAs by Jack R. Meredith and Scott M. Shofer; Wiley- India Edition
