Master of Business Administration
Semester IV

Strategic Management

Project Report

Electives:

1. Decision Models and Optimization
2. Managing Human Resources in Projects
3. Operations Research
4. Production Planning and Control
5. Project Finance
6. Project Planning and Scheduling
7. Retail Management
8. Service and Retail Management
9. Supply Chain Management
10. Technology, Innovation and New Product Management
11. Total Quality Management
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-

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-
2. Strategic Management – Alex Miller and Irwin
4. Competing for the future – Prahlad and Hammel
5. The Future of Competition– Prahlad and Venkataraman
6. Crafting and executing Strategy – Author A . Thompson and others
7. The Art of Strategy– Avinash K. Dixit and Barry J. Nalebuff
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-
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Managing Human Resources in Projects

Unit 1- Overview
Introduction- Understanding Project management, defining project success, The project manager line success, Defining project Manager’s role, Defining the functional manager’s role, Defining the functional employee’s role, working with executives, The project manager as a planning agent, Project champions, The downside of Project management, Project driven versus non Project driven organizations, Marketing in Project-driven organization, classifications of Projects, location of project manager, differing views of project management, concurrent engineering.

Unit 2- Project Management Growth: Concepts and Definitions

Unit 3- Organizational structures
Introductions, Organizational Work Flow, Traditional organization, Developing Work Integration Positions, Line-staff Organization, Pure Product Organization, Matrix Organizational form, Modification of matrix structures, The strong, weak balanced matrix, centre for Management expertise, matrix layering, select the organizational form, structuring the small company, SBU project management, Transitional Management.

Unit 4- Organizing and staffing the Project office and team
Introduction, the staffing environment, selecting the Project Manager, Skills requirement for Project and Program Mangers, special cases in Project manager selection, selecting the wrong Project manager, next Generation project managers, duties and job descriptions, The organizational staffing Process, the project office, The functional Team, The project organizational Chart, selecting the Project Implementation teams.

Unit 5- Management Functions

Unit 6- Management of Time and Stress
Introduction, Understanding Time management, Time Robbers, Time management forms, effective Time management, stress and burnout.

Unit 7- Conflicts

Unit 8- Working with Executives

Suggested Reading-
1. Project Management by Harold Kernezer.
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-

Unit 4-

Unit 5-
Decision Theory: Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

Suggested Readings:
1. Quantitative Techniques in Management – N.D. Vohra
2. Operations Research – Wagner
**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.
4. Inventory Control Theory and Practice / Martin K. Starr and David W. Miller.
7. Production Control / Moore.
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Project Finance

Unit 1-
Market and demand Analysis- Situational Analysis and specifications of objectives, collection of secondary Information, conduct of market survey, characteristics of Market, Demand forecasting, Uncertainties in Demand Forecasting, Marketing Plan.

Unit 2-
Technical Analysis- Manufacturing Process/Technology, Technical Arrangements, Material inputs and utilities, Product Mix, Plant capacity, Location and site, Machineries and equipments, structures and civil work, environmental aspects, Project charts and layouts, Schedule Of Project Implementations, Need for considering alternatives.

Unit 3-

Unit 4-

Unit 5-
Project Cash Flow- Elements of the cash Flow stream, Basic Principles of cash flow estimation, Cash Flow illustration, Cash Flows for a replacement Project, Viewing a Project from other Perspectives, Biases In cash flow estimations.

Unit 6-
The cost of Capital- Some Preliminaries, cost of Debt and Preference, Cost Of equity: The CAPM Approach, Cost of Equity: The other approaches, Determining The proportions, WACC,WMCC, Determining The optimal Capital Budget, Floatation Coat and cost of capital, Factors Affecting the WACC, Misconceptions around cost of capital, How Financial Institutions Calculate cost of capital, Project Rate of Return, Pros and Cons of Multiple Costs of capital, Divisional WACC and Project Specific WACC.

Unit 7-

Unit 8-

Unit 9-
Unit 10-
Venture Capital and Private Equity- VC Investors, What is a VC Investment, what makes a VC investment Different, The VC investment appraisal Process and Management, VC And PE- a comparison, The Indian VC and PE Industry, Regulation Of VC Industry in India, Current Concerns of the Indian VC and PE Industry, How to approach a VC Fund.
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Project Planning and Scheduling

Unit 1-

Unit 2-

Unit 3-

Unit 4-

Unit 5-

Unit 6-

Unit 7-

Unit 8-
Modern Development Project Management: Introduction, PMMM, Development of effective Procedural documentation, Project Management Methodologies, Continuous Improvement, capacity Planning, Competency Models, Managing Multiple Projects end of phase review meetings.

Unit 9-
Unit 10 -

Suggested Readings:
1. Project Management by Harold Kerzner.
Retail Management

Unit 1-
Introduction to Retailing - Size, economic importance and competitive structure; Common retail formats; The retail marketing mix; The role of the retail buyer and the work of the buying office/merchandise department; Organisational structures and the organisation of retail buying.

Unit 2-
Inventory Management - Key performance ratios, - margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI); Stock taking methods, The causes of mark down, strategies to limit mark downs; The implications for effective management of GMROI on the financial health of the business; Merchandising for maximum GMROI.

Unit 3-
Merchandising - Product assortment strategies related to retail format; Branding and retailers’ own brand development; Range assortment planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.

Unit 4-
Visual Merchandising - Space management, its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layout and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.

Unit 5-
Buying and Supplying - Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

Suggested Readings:
3. Berman and Evans, Retail Management, Prentice Hall 2004
4. Levy and Weitz, Retailing Management, Irwin 2004
5. Dunne, Lusch and Gable, Retailing, South-Western 2002
6. Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002
9. Cases: "Sport Obermeyer Ltd." (HBS case #695022) and "Wal-Mart Stores in 2003" (HBS case #9704430)
Service and Retail Management

Unit 1-

Unit 2-
Service marketing Mix: product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.

Unit 3-

Unit 4-
Introduction to Retailing: types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.

Unit 5-

Suggested Readings:
4. Zeithaml Valorie A. and Bitner Mary, 2000, Services Marketing, TMH.
7. Levy & Weitz, 2005, Retailing, TMH
8. AJ Lamba, 2006, The Art of Retailing, TMH
10. Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
Supply Chain Management

Unit 1-
Introduction to Supply Chain Management: concept, Objectives and function of SCM, conceptual framework 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-

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:
2. Theory and practices, Biztantra.
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-
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-

Unit 3-

Unit 4-

Unit 5-

Unit 6-

Unit 7-

Unit 8-

Unit 9-
Suggested Readings: