



# 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-

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

### Unit 5-

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

### Suggested Readings-

1. Strategy and Structure – Alfred C .Chandler
2. Strategic Management – Alex Miller and Irwin
3. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E .Porter
4. Competing for the future – Prahlad and Hammel
5. The Future of Competition– Prahlad and Venkataraman
6. Crafting and executing Strategy – Aurthor 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-**

1. Quantitative Techniques, C.R. Kothari.

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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**

Introduction, General Systems Management, Project Management, Resistance to change, systems, program and Projects, Product versus Project management, Maturity and excellence, Informal Project management, The many faces of success and failure, The stage gate Process, Project Life Cycles, Gate review Meetings, Project Management Methodologies, Organizational Change Management and corporate Cultures, Project Management Intellectual Property, system Thinking.

#### **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**

Introduction , controlling, directing, Project authority, Interpersonal Authority, Interpersonal Influences, Barriers to Project Team Development, Team building, dysfunction of a team, leadership in a project environment, life cycle leadership, organizational impact, employee-manager problems, Management Pitfalls, communications, Project Review meetings, Project Management Bottlenecks, Communication Traps, Proverbs and laws, Human Behavior Education, management Policies and Procedure.

#### **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**

Introductions, Objectives, The conflicts environment, Conflicts Resolution, Understanding superior, subordinate, and functional conflicts, The management conflicts, conflict resolution modes, Predicting Project success, Project management effectiveness, Expectations, Lessons learned, understanding Best practices.

#### **Unit 8- Working with Executives**

Introduction, The Project sponsor, Handling Disagreement with the sponsor, The collective belief, The exit Champion, The in-house representatives.

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 sales men problems , Solving the sequencing problems, brand switching problems.

### **Unit 3-**

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

### **Unit 4-**

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

### **Unit 5-**

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

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

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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-**

Financial Estimates and Projections- Cost of Project, Means of Finance, Estimates of sales and promotions, cost of Production, Working capital requirement and its financing, Profitability Projection, Projected cash flow, Projected balance sheet, multiyear Projections, financial Modeling using spreadsheet.

### **Unit 4-**

Investment Criteria- Time value of money, Time Lines and Notation, Future value of a single amount, Present value of a single amount, future value of an annuity, Present value of annuity, Intra year compounding and discounting, Net Present value, Benefit cost ratio, internal rate of return urgency, Payback Period, accounting rate of return, Assessments of various Methods, Investment Evaluation in Practice.

### **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-**

Multiple Projects and Constraints- Choice Between Mutually Exclusive Projects and Unequal life, Optimal Timing, Determination Of economic Life, Interrelationship Between Investment and Financing Aspects, Inflation and capital budgeting, International capital Budgeting, Investment in capabilities, Constraints, Method of Ranking, Mathematical Programming approach, Linear Programming Model, Integer Linear Programming Model and Goal Programming Model.

### **Unit 8-**

Financing Of Projects- Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capital, Debentures, Methods Of Offering, Term Loans, Working capital advances, Miscellaneous Sources, Raising Venture Capital, Raising capital in international markets, Project Financing structures, Financial closure, Financial Institutions, credit risk rating.

### **Unit 9-**

Financing Infrastructure Projects- Typical Project Configuration, key project parties, Project contracts, Financial Structures and corporate Governance, Financing a power project, Financing a telecommunication Projects, managing Risk in Private Infrastructure Projects, Public private partnership, Recommendations of the committee on infrastructure financing.

**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-**

**Planning-** Introduction, validating and assumptions, General Planning, life-cycle Phases, Proposal Preparation, Kick-off meetings, Understanding Participants Role, Project Planning, The statement of work, Project specifications, Milestone schedules, Work breakdown structures, WBS Decomposition Problems, role of executive In project selection, role of executive in Planning, The planning Cycle, Work planning authorization, why do plans fail, stopping Projects, Handling product phase out and Transfers, detailed Schedules and charts, Master Production scheduling, Project Plan, Total Project planning, the Project charter, Management control, Fast-tracking.

#### **Unit 2-**

**Network Scheduling Techniques-** Introduction, Network Fundamentals, GERT, dependencies, Slack time, network Re-planning, Estimating Activity Time, Estimating total Project time, Total PERT/CPM Models, Precedence Networks, lag, Scheduling Problems, The Myths Of Schedule compression, Understanding Project management software, software classification, critical Chain.

#### **Unit 3-**

**Project Graphics-** Introductions, Customer Reporting, Bar (GANNT) Chart, Other conventional Presentation Techniques, Logic Diagrams/networks.

#### **Unit 4-**

**Risk Management-** Introduction, Definition of Risk, Tolerance of Risk, Definition of risk management, certainty, risk and uncertainty, risk management Process, Plan risk Management, Risk Identification, risk analysis, qualitative and quantitative, Probability distributions and Monte Carlo Process, Plan risk Response, Monitoring and control risk.

#### **Unit 5-**

**Learning Curves-** Introduction , General Theory, The concept, Graphic Representation, The cumulative average Curve, sources of experience, developing slope measures, unit cost and use of mid-points, selection of learning curves, Follow-up orders, manufacturing Breaks, learning curve limitations, Prices and experience, Competitive weapon.

#### **Unit 6-**

**Contract Management-** Introduction, procurement, plan procurement, Conducting and Procurement, types of contracts, incentive contracts, contract type versus risk, contract administration Cycle, Contract Closure.

#### **Unit 7-**

**Quality Management-** Introductions, Definitions of quality, the quality Movement, comparison of the quality Pioneers, The Taguchi approach, Quality management Concepts, The cost of quality, The seven Quality Control Tools, Process Capability, Acceptance sampling, Implementing six sigma, DMAIC, quality leadership, responsibility for quality, quality Circles, JIT, TQM.

#### **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-**

**The Project Office-** Introduction, Present-day Project office, Implementation Risks, Types Of Project Office, Networking Project management offices, Project MIS, dissemination of Information, mentoring, Benchmarking, Business case development, Customized training, Managing stakeholders, continuous Improvement, Capacity Planning.

**Unit 10-**

**Managing Crisis Projects-** Introduction, Understanding Crisis Management, case studies-Ford v/s Firestone, The Russian submarine, life cycle phases, Project Management Implications.

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, - marginon 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 ; Merchand is emanagement 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 lay out sand 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 ( Q R ) , Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

## **Suggested Readings:**

1. Retailing Management , 5th Ed . Michael Leviand Barton A. Weitz .
2. Irwin Mc Graw- Hill , New York , NY . 2004 .
3. Berman and Evans, Retail l Management , Prentice Hal l 200 4
4. Levy and Wei tz, Re tai ling Management, Ir win 2004
5. Dunne , Lusch and Gable , Retailing , South - Western 2002
6. Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002
7. Robert Spect or and Patrick DMc Carthy , The Nord strom Way : The Inside Story of America's # 1 Customer Service Company , John Wiley & Sons, Inc.1995
8. Judi Bevan, The R ise and Fall of Marks & Spencer, Prof il e Books Ltd 2001
9. Cases: \Sport Ober meyer Ltd ." (HBS case #695022) and \ Wal- Mart Stores in 2003 " (HBS case # 9704430)

# **Service and Retail Management**

## **Unit 1-**

Service: concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization . Industrial Services.Segmentation target Marketing and positioning, Customer expectations and perceptions of services.

## **Unit 2-**

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

## **Unit 3-**

Strategies for Marketing: overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability . Building customer Relationship through Segmentation and retention strategies.Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing .

## **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-**

Merchandise Management : sources of merchandise, Logistic Management, Category Management , Store Layout , Design and Visual Merchandising , Retailing Strategy and Customer Service .

## **Suggested Readings:**

1. Hoffman, 2007, “Services Marketing ”, Thomson .
2. Lovelock , Chatterjee , 2006 , Services Marketing People , Technology Strategy , 5th edition, Pearson Education .
3. David Gilbert, 2003, Retail Marketing Management, 2nd edition,Pearson Education .
4. Zeithaml Valerie A .and Bitner Mary , 2000, Services Marketing T MH.
5. Rampal M. K. and Gupta S. L, 2000, Service Marketing, Concepts,application and cases ,
6. Galgotia Publishing Company, New Delhi.
7. Levy & Weitz, 2005, Retailing, TMH
8. AJ Lamba, 2006, The Art of Retailing, T MH
9. Patrick M.Dunne and Robert F. Lusch , 2005 , Retailing , Thoms on Learning
10. Fernie & Sparks , 2005 , Logistics & Retail Management , Viva Books
11. Gilmore , 2005, Services market ing and Management, Res ponse Books
12. Gronroos, 2005, Serv ices Management & Marketing, John Wiley
- 13 .Cullen & Newman, 2007, “Retailing, environment and operations”,Thomson.

## **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-**

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

### **Unit 5-**

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

### **Suggested Readings :**

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

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

### **Unit 1-**

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

### **Unit 2-**

Standard Battles and Design Dominance, Timing of Entry.

### **Unit 3-**

Defining The Organization's Strategic Direction

### **Unit 4-**

Choosing Innovation Projects, Collaboration Strategies

### **Unit 5-**

Protecting Innovation, Organizing for Innovation.

### **Unit 6-**

Managing New Product Development Teams, Crafting a Deployment Strategy.

### **Suggested Readings-**

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

## **Total Quality Management**

### **Unit 1-**

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

### **Unit 2-**

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

### **Unit 3-**

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

### **Unit 4-**

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

### **Unit 5-**

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

### **Unit 6-**

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

### **Unit 7-**

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

### **Unit 8-**

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

### **Unit 9-**

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

**Suggested Readings:**

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