

**Course Outline**

**Programme Name:** PGDM (2015-17)  
**Course Title:** Operations Management-II  
(January-March, 2015)  
**Credits:** 3  
**Session Duration:** 90 Minutes  
TERM: III

**Faculty Name:** Dr. Rajwinder Singh  
**Telephone:** 0674-3042128 (Ext. -147)  
**Office Hours:** 9:30 AM-5:30PM

---

**Course Introduction:** This course focuses on the basic learnings in the area of inventory management, scheduling and quality control aspects. Also, the components to understand supply chain management have been added. The basic learning from this subject with embedded case studies shall help students to understand operational aspects of management and find solution for the same.

**Objective of the course**

- a) To help the students understand, appreciate and apply concepts and contemporary practices of managing operations in manufacturing and service organizations in the prevailing business environment.
- b) To develop an understanding of the operations management concepts in strategic decision making.
- c) To develop analytic capabilities of the students by equipping them with concepts, tools and techniques required for managing operations.

**At the end of the course the students shall be able to:**

- Understand the importance of operations management
- Formulate business strategy for the organization
- Apply tools and techniques of operations management for betterment of business

**Pre-requisite for the course:**

- Basic knowledge of mathematics

**Pedagogy**

The pedagogy will be the combination of lectures, case studies, movies and quantitative problem solving. The lectures shall be presented followed by discussion. The students shall be informed to read the material before coming to the classes. Later, the lecture shall be delivered on the same study and referred case studies shall be discussed. The students shall also be provided with tutorials to find solutions to the business. The course shall be taught as per the lessons planned.

**Evaluation criteria**

Mid-term exam: 20%  
End exam: 30%  
Quizzes: 20%  
Project/Assignment: 20%  
Case analysis: 10%  
TOTAL: 100%

**Quiz**

Out of 5 quizzes, one shall be unannounced (surprise test). The quiz questions shall be multiple choice type as well as short answer type based on the concept and application.

**Case Analysis**

Students are required to submit a hard copy of the case analysis report based on the case questions before presenting. There is no word limit for the report. The report shall be written on a normal page with 12 fonts New Time Roman with 1.5 line spacing, justified. This format shall be applicable for all purposes.

**Project**

As part of the evaluation, students are required to do a project that shall involve the study of real life application of from the domain of operations management. The students must visit the organizations to collect the first hand information. If this is not possible, then desk research shall be done. The students shall be able to do a critical analysis of the particular aspect(s) of the operations management being studied. Later, they have to deliver a presentation on the same. The presentation shall be evaluated for content, presentation style, communication skill and quarry handling.

**Text books**

- a) Chase R.B., Shankar R., Aquilano N. J. and Jacobs F. R. “Operations and Supply Chain Management”, Tata McGraw Hill Education Limited, 12 the Edition.

**Reference Books**

1. Russell R. R., Taylor B. W. “Operations and Supply Chain Management”, John Wiley & Sons; 7th Edition (5 October 2010).
2. Gaither and Frazier, “Operations Management’, Cengage Learning, 9<sup>th</sup> Edition
3. [Vladimir Modrak](#), [Pavol Semanco](#), “Design and Management of Lean Production Systems”, Idea Group,U.S.; 1st Edition (28 February 2014)
4. Krajewski L., Ritzman L. and Malhotra M. “Operations Management 9e”, Pearson Education Inc.

Topic/Text book	Session No.
<b>Inventory Control</b> <ul style="list-style-type: none"> <li>• (Inventory Definition, Purpose of inventory, Inventory costs, Inventory systems and models, <b>Case</b>-Inventory Management at the onset of economic depression in India)(Chapter-17, Ref-a)</li> </ul>	1,2,3
<b>Material Requirement Planning</b> <ul style="list-style-type: none"> <li>• Master production scheduling, MRP system/structure, flow manufacturing and lot sizing, <b>Case</b>-Brunswick Motors Inc. (Chapter 18, Ref-a)</li> </ul>	4, 5
<b>Scheduling</b> <ul style="list-style-type: none"> <li>• Manufacturing execution system, work centres, priority rules and techniques, shop floor control, personnel scheduling in services, <b>Case</b>: Keep patient waiting ? Not in my office (Chapter-19, Ref-a)</li> </ul>	6, 7, 8
<b>Process Capability &amp; SPC</b> <ul style="list-style-type: none"> <li>• Process capability/control, acceptance sampling, Case 6: Hot shot plastic company</li> </ul>	9, 10
<b>Six-Sigma Quality</b> <ul style="list-style-type: none"> <li>• TQM, quality specification/cost, Six-sigma quality, shingo system, external benchmarking for quality, ISO 9000 and ISO 14000, <b>Case</b>: Quality Journey of Sundaram Clayton (Ref-a, Chapteonr-9)</li> </ul>	11, 12, 13
<b>Aggregate Sales &amp; Operations Planning</b> <ul style="list-style-type: none"> <li>• Sales and operations planning, aggregate operations plan/techniques, yield management, <b>Case</b>: Bradford manufacturing-planning plant production(Ref-a, Chapter-16)</li> </ul>	14, 15, 16
<b>Supply Chain Strategy</b> <ul style="list-style-type: none"> <li>• Supply chain strategy and performance measurement, outsourcing, design for logistics, Global sourcing (Ref-a, Chapter-10)</li> </ul>	17,18,19
Project Presentation	20

