

## SEMESTER-VI BACHELOR IN MANAGEMENT STUDIES

### DISCIPLINE SPECIFIC CORE COURSE – 16: BUSINESS STRATEGIES

#### CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>Business Strategies (DSC 16)</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>Class XII</b>	<b>Concepts of management and functional areas of management</b>

#### Learning Objectives

- Familiarising learners with concepts of strategy formulation and implementation.
- Develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross functional integration.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Recognize the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
- Inspect the internal and external environments in which businesses operate and assess their significance for strategic planning.
- Use their understanding of different strategic options to tackle business situations
- Predict strategic issues and design appropriate courses of action.

#### SYLLABUS OF DSC 16

##### **Unit 1: Introduction to Business Policy and Strategy (3 hours)**

Nature & importance of business policy & strategy; Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions; Company's vision and mission.

##### **Unit 2: Environmental Analysis & Diagnosis (12 hours)**

Analysis of company's external environment; Michael E. Porter's 5 Forces model; Internal analysis, Importance of organisation capabilities, competitive advantage and core competence; Michael E. Porter's Value Chain Analysis, Porter's Diamond Theory of National Advantage.

##### **Unit 3: Formulation of Competitive Strategies (15 hours)**

Porter's generic competitive strategies, implementing competitive strategies - offensive & defensive moves; formulating Corporate Strategies – Introduction to strategies of growth, stability and renewal, types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint

ventures), CAGE distance framework, Types of renewal strategies – retrenchment and turnaround. Introduction to Merger & Acquisitions.

#### **Unit 4: Strategic Analysis and Choice**

**(15 hours)**

Strategic gap analyses; portfolio analyses – BCG, GE, product market evolution matrix, experience curve, life cycle portfolio matrix, grand strategy selection matrix; behavioural considerations affecting choice of strategy; impact of structure, culture & leadership on strategy implementation; functional strategies & their link with business level strategies; introduction to strategic control & evaluation.

#### **Essential/recommended Readings (latest edition of readings to be used)**

1. Pearce, J.A., & Robinson, R.B. (2017). *Strategic Management: Formulation Implementation and Control*. (12th edition). McGraw Hill Education.
2. Kazmi, A., & Kazmi, A. (2020). *Strategic Management and Business Policy*. (5th edition). McGraw Hill Education.
3. Thompson, A.A., & Strickland, A.J. (2001). *Strategic Management: Concepts and Cases*. Irwin/McGraw-Hill.

#### **Suggestive Readings (latest edition of readings to be used)**

1. Thompson, A.A., Strickland, A. J., & Gamble, J. E. (2005). *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*. (no edition). Irwin/McGraw-Hill.
2. Porter, M.E. (2004). *Competitive Advantage: Creating and Sustaining Superior Performance*. (Export edition). The Free Press.
3. Rao, P.S. (2017). *Business Policy and Strategic Management*. (2nd edition). Himalaya Publishing House.
4. Wheelen, T.L., Hunger, J.D., Hoffman, A.N., & Bamford, C.E. (2017). *Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. (Global Edition). Pearson Higher Ed.
5. Kachru, U. (2017). *Strategic Management*. (2nd edition). McGraw Hill Education
6. Kim, W. C., & Mauborgne, R. (2005). *Blue Ocean Strategy: From Theory to Practice*. California Management Review, 47(3), 105–121. <https://doi.org/10.2307/41166308>
7. Prahalad, C.K., & Hamel, G. (1999). *The Core Competence of the Corporation*. In Elsevier eBooks (pp. 41–59). <https://doi.org/10.1016/b978-0-7506-7088-3.50006-1>
8. Ghemawat, P., & Rivkin, J. W. (2006). *Creating competitive advantage*. (1st edition) Harvard Business School Pub.
9. Clark, T., & Porter, M.W. (1991). *The Competitive Advantage of Nations*. Journal of Marketing, 55(4), 118. <https://doi.org/10.2307/1251962>
10. Ghemawat, P. (1986). *Sustainable Advantage*. (1st edition). Harvard Business Review.
11. Ghemawat, P. (2001). *Distance still matters. The hard reality of global expansion*. PubMed, 79(8), 137–7, 162. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/11550630>

12. Prahalad, C.K., & Hart, S.L. (2010). *The fortune at the bottom of the pyramid*. Revista Eletrônica De Estratégia E Negócios, 1(2), 1. <https://doi.org/10.19177/reen.v1e220081-23>
13. Levitt, T. (1983). *The Globalization of Markets*. Harvard Business Review, 61(3), 92–102. Retrieved from <http://academic.udayton.edu/JohnSparks/tools/readings/globalization%20of%20markets.pdf>

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC CORE COURSE – 17: FINANCIAL INSTITUTIONS AND MARKETS

### CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Financial Institutions and Markets (DSC 17)	4	3	1	0	Class XII	None

### Learning Objectives

- To apprise the learners about identification and understand the structure and functioning of the Indian financial system and major institutions, such as RBI, SEBI, IRDA.
- To provide a conceptual framework of different types of financial markets in India, such as money market, capital market, and foreign exchange market.
- To provide the key concepts and ideas of capital markets in India, including demutualization of stock exchanges, trading of securities, and construction of Indian stock indices.
- To enrich the understanding of learners about the money market and capital market instruments.

### Learning Outcomes

On successful completion of the course the learner will be able to:

- Structure of the Indian financial system and describe major reforms, such as payment banks, GST, innovative remittance services, and insolvency and bankruptcy code.
- Compare and contrast various regulatory institutions in India, including their roles and functions.
- Analyse the role of commercial banks, non-banking financial companies (NBFCs), and core banking solution (CBS) in the Indian financial system.
- Evaluate the importance of financial markets in India, including their types, linkages with the economy, and integration with global financial markets.
- Remember the role of money and debt markets in India, including segments, participants, and different types of securities.

## **SYLLABUS OF DSC 17**

### **Unit 1: Indian Financial System and major Institutions (12 hours)**

Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, innovative remittance services, Insolvency and Bankruptcy code. Regulatory Institutions in India: RBI, SEBI, IRDA, PFRDA. Commercial Banking: Role of Banks, NPA, Risk Management in Banks. Universal Banking: need and importance, Core banking solution (CBS), NBFCs and its types; comparison between Banks and NBFCs.

### **Unit 2: Financial Markets in India (9 hours)**

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary Market: Instruments, book building process (numerical). Merchant Bank: role and types, Mutual Fund: types of Mutual Funds and different types of schemes. Corporate Listings: Listing and Delisting of Corporate Stocks, Foreign Exchange Market: Introductory, only Conceptual.

### **Unit 3: Capital Market in India (12 hours)**

Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Indian Stock Indices and their construction. Major Instruments traded in stock markets: Equity Shares, Debentures,

Exchange Traded Funds. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins (with numerical), kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, contract note and settlement of contracts, Commodity Markets – Structure.

### **Unit 4: Money Markets & Debt Markets in India (12 hours)**

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Certificate of Deposit and Commercial Paper (with numerical). Debt Market: Introduction and meaning, Primary Market for Corporate Securities in India: Issue of Corporate Securities, Secondary market for government/debt securities (NDS-OM), Auction process (with Numerical), Corporate Bonds vs. Government Bonds. Retail Participation in Money and Debt Market-RBI Retail Direct platform.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Saunders, A., & Cornett, M. M. (2007). *Financial markets and Institutions*. Tata McGraw Hill.
2. Khan, M. Y. *Financial services* (10th ed). McGraw-Hill Education.

### **Suggestive Readings (latest edition of readings to be used)**

1. Madura, J. (2008). *Financial Institutions and markets*, Cengage learning EMEA.
2. Kohn, M. G. (2004). *Financial Institutions and markets*. Oxford University Press.
3. Fabozzi, F. J., Modigliani, Franco, & Capital Markets. (2005). *Institutions and markets*, prentice hall of India, New Delhi (3rd ed)

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC CORE COURSE – 18: OPERATIONS MANAGEMENT

### CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Operations Management (DSC 18)	4	3	1	0	Class XII	None

#### Learning Objectives

- To familiarize learners with the fundamentals of Operations Management and develop awareness about its interface with other managerial functions.
- Enable learners to learn about production processes and associated quantitative techniques instrumental in the management of operations.

#### Learning Outcomes

On successful completion of the course the learner will be able to:

- Understand the importance of Operations Management to develop organizational competitiveness and processes.
- Appreciate the role of forecasting in the setting up of operations.
- Study about the factors that help to decide about the location and capacity of a production/service facility.
- Analyze the impact of changes in demand, lead time, order quantity on inventory levels
- Develop a forecasting model to cater to the unique requirement of an organization
- Develop an insight about the various options in relation to a production/service layout plan and techniques used therein.

#### SYLLABUS OF DSC 18

##### Unit 1: Introduction to Operations Management

**(12 hours)**

Definition, need, key decisions in OM, Operations as key functional area in an organization; Operations Strategies: Definition, relevance and Process of strategy formulation. Lean production: Definition of lean production, Lean demand, Pull logic, waste in operations, 2-card Kanban Production Control system.

**Unit 2: Forecasting and Inventory Management****(12 hours)**

Forecasting: Meaning, Significance and Limitations, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD, Forecasting in relation to services. Inventory: Introduction, Types of Inventories, Costs Associated with Inventory, Selective Inventory control Techniques- ABC, VED, FNSD, XYZ; Inventory Model: Deterministic Models – Finite and Infinite Replenishment, Price Break Quantity Discount Models.

**Unit 3: Scheduling and Layout Planning****(12 hours)**

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), Type of processes- job shop, batch, mass and continuous processes. Scheduling: Operation scheduling, Goals of short-term scheduling, Job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts, Processing n jobs through 3 machines, Processing n jobs through k machines. Layout planning, Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule.

**Unit 4: Location and Capacity Planning****(9 hours)**

Facility Location: Objective, factors that influence location decision, Location evaluation methods – factor rating method, centre of gravity method, Analytical Hierarchical Process. Capacity planning: Definition, input and output measures of capacity; types of capacity planning over time horizon; Decision trees analysis for capacity planning.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Mahadevan, B. (2015). *Operations management: Theory and practice*. Pearson Education India.
2. Jay, H. and Barry, R. (2017). *Operations Management: Sustainability and Supply Chain Management*, 12th ed. Pearson Education India.
3. Jacobs, F.R., Chase, R.B. & Ravi Shankar. (2018). *Operations and Supply Chain Management*, 14th ed. McGraw Hill Education India.
4. Swarup, K., Gupta, P. K. & Manmohan. (2010). *Operations Research*, 19th ed. Sultan Chand & Sons.
5. Kapoor, V.K. (2020). *Operations Research: Quantitative Techniques for Management*, 9th ed. Sultan Chand & Sons.
6. Sharma, J.K. (2017). *Operations Research: Theory and Applications*, 6th ed. Trinity
7. Russell, R. S., & Taylor, B. W. (2019). *Operations and supply chain management*, 10th ed. John Wiley & Sons.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.