

SVKM's Narsee Monjee College of Commerce & Economics

Program: BCom (Economics)				Semester : III	
Course: OPERATIONS MANAGEMENT Academic Year: 2023-24				Code: NMUBCOME302	
Teaching Scheme				Evaluation Scheme	
Lectures	Practical's	Tutorials	Credits	Internal Assessment (ICA) (weightage)	Continuous Term Examinations (TEE) (weightage)
45	Nil	Nil	03	25 Marks	75 Marks
Internal Component					
Class Test (Duration 20 Mins)			Projects / Assignments		Class Participation
10 Marks			15 Marks		-
Learning Objectives : 1. To introduce learners to the functional area of Operations management. 2. To create understanding about the operational level strategies of a business. 3. To give an overview of designing operations. 4. To give an insight into the aspects of managing operations of business.					
Learning Outcomes: After completion of the course, students would be able to: 1. Appreciate the role of operations as a key function of business. 2. Examine the relevance of operational level strategies in the overall success of business. 3. Explore the designing of manufacturing processes and service systems. 4. Review the quality and operations management practices of businesses.					
Pedagogy: 1. Case Study methodology to analyze operational practices of businesses. 2. Flipped Classroom methodology for in-classroom interaction, discussion and analysis. 3. Group Discussions on Operational aspects of current businesses for applying knowledge gained on real business situations.					
Detailed Syllabus: (per session plan) Session Outline For OPERATIONS MANAGEMENT Each lecture session would be of ONE hour duration (45 sessions)					

Module	Module Content	Module Wise Pedagogy Used	Module Wise Duration	Module Wise Reference Books
I	<p><u>Module I - Operations & Productivity</u></p> <p>A) Operations Management- Introduction. Difference between Production & Operation. Services as a part of Operations management. Operations as a key functional area. Operations in Commercial & non-Commercial organizations (NGOs), Heritage of OM–Cost focus, Quality focus, Customization focus, Globalization focus. Operations Mgt- A systems perspective. Scope, Significance and Challenges of Operations Management</p> <p>B) Productivity in Operations: Concept. Measurement- Single-factor, Multi-factor. Productivity variables- Labour, Capital, Management. Productivity & Service sector- Challenges. Factors influencing Productivity</p> <p>C) Sustainability in Operations: Introduction. Notion of Sustainability- Perspectives. Framework for sustainable Operations mgt. Reverse logistics. Design for sustainability (DFE). Remanufacturing. Challenges in creating sustainable operations.</p>	Case Study method, Discussion on news articles	11	<p>Operations Management- Theory and Practice (Mahadevan)</p> <p>Principles Of Operations Management: Sustainability and SCM (Heizer, Render, Munson)</p> <p>Production and Operations Management- Text & Cases (Manji)</p>
II	<p><u>Module II- Operations Strategy</u></p> <p>A) Strategies and Competition: Developing missions & Strategies. Relevance of Operations Strategy. Strategic Decision Areas in Operations. Achieving Competitive advantage through Operations – Competing on Differentiation, Cost, Response</p> <p>B) Strategy development and Implementation: Strategy Formulation Process. Strategy Development & Implementation – Operational Excellence, Key success factors, Core Competencies, Outsourcing.</p>	Case Study method, Discussion on news articles, Flipped classroom	12	<p>Operations Management- Theory and Practice (Mahadevan)</p> <p>Production and Material Management (Bhat)</p> <p>Principles Of Operations Management:</p>

	<p>C) Global strategic practices: World-Class Manufacturing Practices- Principles – JIT, TQM, TPM, Employee involvement, Simplicity. Global Operations Strategy Options- International, Multi-domestic, Global, Transnational.</p>			Sustainability and SCM (Heizer, Render, Munson)
III	<p><u>Module III : Designing Operations</u></p> <p>A) Designing of Manufacturing Processes- Determinants of Process Characteristics in Operations. Types of Processes & Operations systems-Continuous, Intermittent, Jumbled Flow systems. Process strategies- Process focus, Repetitive focus, Product focus, Mass Customization focus, Designing Production systems – preventing health and safety of problems</p> <p>B) Design of Service systems- Factors influencing choice of Design elements in Service system – Degree of Customer contact, Degree of Complexity & Divergence in Service systems. Strategic choice- Service positioning, Service Blueprinting</p> <p>C) Product Development Process- Stages in Product Development Process. Organisation for Product Development. Tools for efficient Product Development</p>	<p>Flipped classroom, Case study method, Presentations</p>	10	<p>Operations Management- Theory and Practice (Mahadevan)</p> <p>Principles Of Operations Management: Sustainability and SCM (Heizer, Render, Munson)</p>
IV	<p><u>Module IV- Managing Quality & Operations:</u></p> <p>A) Managing quality: Quality & its implications. Cost of Quality(COQ). Service Quality- Determinants. SERVQUAL model. Effective TQM- Concepts- PDCA, Six Sigma, Employee empowerment, Benchmarking, JIT, Taguchi concepts, TQM tools. TQM in Services</p> <p>B) Supply Chain Management: Meaning. Information & Material flow. Components-</p>	<p>Case study method, Guest Lectures, Discussion on news articles</p>	12	<p>Operations Management- Theory and Practice (Mahadevan)</p> <p>Principles Of Operations Management: Sustainability and SCM (Heizer,</p>

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	Inbound, In-house & Outbound Supply Chain. Supply chain structure & the Bullwhip effect. Sourcing strategies. Issues & Opportunities in managing Supply chain. C) Lean Management- Origin. Fundamentals for Operations Improvement. Lean Management Process/ Building Lean Organisations. Major attributes of Lean operations- Supplier partnerships, Lean layout, Lean inventory, Lean scheduling, Kanban, Lean Quality. Lean & the Toyota Production system. Lean in Services			Render, Munson)
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Reference Books:

Title	Author(s)	Publisher
Operations Management- Theory and Practice 3e	B. Mahadevan	Pearson India Education Services Pvt Ltd.
Principles Of Operations Management: Sustainability and Supply Chain Management (Global edition)	Jay Heizer, Barry Render, Chuck Munson	Pearson India Education Services Pvt Ltd.
Production and Materials Management	K .Shridhara Bhat	Himalaya Publishing House
Production and Operations Management- Text and Cases	H. K. Manji	Global Vision Publishing House

Any other information :

Details of Internal Continuous Assessment (ICA)

There would be two components for Internal Assessment, namely 15 marks Assignment to be conducted and marked by respective teacher within classroom individually and 10 marks Class Test to be conducted as per schedule of EEC.

Paper Pattern of Internal Exam:

5 questions to be asked in the exam.

Q1: 1mark

Q2: 2 marks

Q3: 2 marks

Q4: 2 marks

Q5: 3 marks

Term End Examination Question Paper Pattern (w.e.f. 2023-24)

Course: OPERATIONS MANAGEMENT

Total Marks: 75

Time: 2 ½ hrs

Q1 Answer any **two** out of the following three questions

16

(Question 1 from module 1)

Q2 Answer any **two** out of the following three questions

16

(Question 2 from module 2)

Q3 Answer any **two** out of the following three questions

16

(Question 3 from module 3)

Q4 Answer any **two** out of the following three questions

16

(Question 4 from module 4)

Q5 Read the Case Study and answer the following questions

11

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