

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (FULL -TIME) 2 Year

Semester - II

2021-23



Roll No.: _____

Name: _____

MBA [FULL TIME] SEMESTER- II BATCH [2021-23] Programme Objectives

The MBA [Full Time] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate an integrative business project through the application of multidisciplinary knowledge

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in organizational situations

Functional business knowledge of marketing, operations, information technology, finance, accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision-making
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development

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MBA (FULL TIME) 2 YEARS PROGRAM [2021-23]

M.B.A. (FULL TIME)		
BATCH 2021-23		
SEMESTER II		
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code - MS5A-502
		Total Credits – 3 Credits
Subject Nature: CORE		
Course Objective: To make students aware about different functions of human resource management. To make an understanding among students about different terms closely associated with HRM.		
Learning Outcome: At the end of the course students should be able to; 1. Define HRM and understand its importance in managing diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organization.		
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
COURSE CONTENT		
UNIT –I The field of HRM	1.1 Concept and Functions 1.2 Evolution of Human Resource Management 1.3 Models for excellence 1.4 HRM Models	
Unit-2 HR Policies	2.1 Formulation and Essentials of Sound HR Policies 2.2 Factors Influencing Personnel Policy of the Organisation	
Unit-3 Acquisition of Human Resources	3.1 Job Analysis 3.2 Job Description and Job Specification 3.3 Job Evaluation 3.4 An overview of Recruitment & Selection	
Unit- 4 Development of Human Resources	4.1 Orientation and Induction 4.2 Determining Training Needs 4.3 Overview of Training and Development	
Unit -5 Maintenance of Human Resources	5.1 Placement Promotion and Transfer 5.2 Performance Appraisal 5.3 Career and Succession Planning	

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Unit-6 Separation processes	6.1 Retirement 6.2 Layoff 6.3 Discharge 6.4 VRS
Unit 7 Research and the Future	7.1 Current trends, 7.2 Hybrid organization, hybrid work spaces 7.3 Future Challenges for HRM
TOTAL CLASSROOM CONTACT SESSIONS 45 Hours	
Text Readings: Latest Editions 1. David S. Decenzo and Stephen P. Robbins, “Personnel/Human Resource Management”, New Delhi, Prentice Hall. 2. Michael Armstrong, “A Handbook of Human Resource Practice”, London, Kogan Page. K. Aswathappa (Author) "Human Resource Management: Text & Cases " 8th Edition McGraw Hill. V.S.P Rao. "Human Resource Management" Taxmann Suggested Readings 1. William B. Werther Jr. and Keith Davis, “Human Resources and Personnel Management”, Singapore, McGraw Hill. 2. P Subba Rao, “Essentials of Human Resource Management and industrial Relations: Text, Cases and Games”, Mumbai, Himalaya. 3. Biswajeet Patanayak, “Human Resource Management” New Delhi, Prentice Hall India. 4. Holloway J. Ed., “Performance Measurement and Evaluations”, New Delhi, Sage Publications. Guy V. & Mattock J., “The New international Manager”, London, Kogan Press.	

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MBA (FULL TIME) 2 YEARS PROGRAM [2021-23]

M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II		
Subject Name	FINANCIAL MANAGEMENT	Subject Code MS5A-504
		Total Credits 3 Credits
Subject Nature: Core		
Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.		
Learning Outcome: At the end of the course students should be able to: 1. Understand Concepts of Financial Management and their Application in Financial Analysis and Interpretation. 2. Use Financial Management Tools for Managerial Decision Making.		
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
Course Contents		
Unit – 1 Introduction	1.1. Meaning and Objectives of Financial Management. 1.2. Scope and Functions of Financial Management. 1.3. Wealth Maximization v/s Profit Maximization. 1.4. Short Term and Long Term Sources of Finance in India.	
Unit–2 Ratio Analysis	3.1. Liquidity Ratios. 3.2. Profitability Ratios. 3.3. Leverage Ratios. 3.4. Activity Ratios. 3.5. Calculation and Interpretation of Ratios.	
Unit– 3 Investment and Financing Decisions	4.1. Concept of Time Value of Money. 4.2. DCF and Non DCF Methods for Evaluating Projects, 4.3. Relationship between Investment and Financing Decisions, 4.4. Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity, Weighted Average Cost of Capital.	
Unit-4 Leverage Analysis	5.1. Determination of operating leverage, financial leverage and total leverage, 5.2. Leverage and Financial Distress.	
Unit – 5 Capital Structure and Firms Value	7.1. Net Income Approach. 7.2. Net Operating Income Approach. 7.3. Traditional Approach. 7.4. MM Approach.	

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	7.5. EBIT --- EPS Analysis. 7.6. ROI --- ROE Analysis.
Unit – 6 Dividend Decisions	8.1. Dividend Theories. 8.2. Factors Affecting the Dividend Policy. 8.3. Alternative Forms of Dividend. 8.4. Dividend Discount Model.
Unit – 7 Working Capital Management	9.1. Cash and Liquidity Management. 9.2. Credit Management. 9.3. Determination of Working Capital and its Financing. 9.4. CMA form for Working Capital.
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	
Text Reading: Latest Editions 1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi. 2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi. 3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education. 4. Chandra, Prasanna; Financial Management TMH, New Delhi. 5. Van Horn, James C., Financial management and Policy, Prentice Hall of India. 6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay. 7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi. 8. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “ Fundamentals of Statistics ”, Allahabad: Kitab Mahal.	

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MBA (FULL TIME) 2 YEARS PROGRAM [2021-23]

M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II			
SUBJECT NAME	OPERATION RESEARCH	SUBJECT CODE	MS5A-506
		TOTAL CREDITS	03
Subject Nature: CORE			
COURSE OBJECTIVE: The objectives of this course are to help the students acquire quantitative tools. The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.			
LEARNING OUTCOME: At the end of the course students should be able to; 1. Develop models as per the requirements of the practicing managers and to get solutions from them. 2. Describe and attain of decision science skills for the management processes.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			
Unit-1 Quantitative Techniques and Operations Research	1.1. Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.		
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.		
Unit – 3 Non-Linear Programming	3.1 Concepts and Applications of Dynamic Programming, 3.2 Quadratic Programming, Integer Programming and Non linear Programming (Concepts and applications only)		
Unit-4 Transportation Model and Assignment Problem	4.1. Transportation Problem as a particular case of LPP Mathematical Formulation 4.2 Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 4.3. Assignment Model as a particular case of transportation model, 4.4. Formulation of assignment problems, Solution of assignment		

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	problems using Hungarian Method (Minimization and Maximization)
Unit- 5 Game Theory	5.1 Introduction to Games 5.2 Maximin and Minimax Principles 5.3 Pure and Mixed Strategies 5.4 Rule of dominance 5.5 Solutions of Games using –Algebraic and Graphical Methods 5.6 Game theory and linear programming
Unit-6 Waiting Line Models	7.1 Introduction and Scope in Management Decisions, 7.2 Queuing Models M/M/1 (Infinite and Finite Population), 7.3 Concepts and applications of M/M/C.
Unit-7 Inventory Control Models	8.1 Deterministic Inventory Control Models 8.2 ABC and other classifications
TOTAL CLASSROOM CONTACT SESSIONS 45	
Text Reading: Latest Editions <ol style="list-style-type: none">1 Haruly M. Wagner, “Principles of Operations Research with application to managerial decisions”, New Delhi: Prentice Hall of India Pvt. Ltd.2 Hamdy A. Taha, “Operations Research: An Introduction”, New Delhi: Prentice Hall of India Pvt. Ltd.3 N. D. Vohra. “Quantitative Techniques”, New Delhi: Tata McGraw Hill Publications.4 V. K. Kapoor, “Problems and Solutions in Operations Research”, New Delhi: Sultan Chand and Sons.5 P. K. Gupta and D. S. Hira, “Operations Research”, New Delhi: Sultan Chand Publications.	

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE**M.B.A. (FULL TIME)
BATCH 2021-23
SEMESTER II**

SUBJECT NAME	MARKETING MANAGEMENT II	SUBJECT CODEMS5A-508
		TOTAL CREDITS 3 Credits
SUBJECT NATURE: GENERIC		
Course Objective: <ul style="list-style-type: none">• To familiarize the students with marketing concepts and practices.• To acquaint them with the challenges of marketing environment and competition;• To expose them to the elements of marketing mix; and develop their capacity to understand marketing applications		
Learning Outcome: <p>At the end of the course students should be able to;</p> <ol style="list-style-type: none">1. Understand Marketing Management and explain its pivotal role.2. A clear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix.		
Examination scheme: <p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>		
COURSE CONTENT		
Unit - 1 Promotion Decisions	1.1Promotion Concept, Advertising-Concept, Media, Messages, Money, 1.2Measurement; Sales Promotion-Offers; Personal Selling- 1.3Salesmanship, Steps in Selling, Types of Salesperson; Publicity- Concept, Types	
Unit - 2 Place Decisions	2.1Market Intermediaries, Middlemen- Types, Channels of Distribution, 2.2Retailing-Types of Retail Stores -Store Retailing and Non-Store Retailing; 2.3Wholesaling-Types of Wholesalers	
Unit - 3 Price Decisions	3.1Pricing Techniques, Price Discounts and Allowances, Special Pricing Techniques, Price Discrimination	
Unit-4 Service Marketing	4.1Significance of Services, Characteristics of Services 4.2Service Quality- The Gap Model of Service Quality, 4.3Marketing Mix of Services- Product, Price, Place and Promotion, 4.4Relationship marketing in Services.	
Unit - 5 International Marketing	5.1 EPRG Framework, 5.2 Decision on Selling Abroad, Decision on Markets to be entered, 5.3 Mode of entry, International Marketing Program, Country of Origin Effects	
Unit - 6 Contemporary Issues in Marketing	6.1 e-Marketing, Social Media Marketing- Concept, Social Media Tools- Blogs, Micro Blogs, Media Sharing sites, social networks, Social Media and mobile Technology, 6.2 Multi-level Marketing., 6.3 Rural Marketing.	
Learning Resources:		

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1. Charles W. Lamb, Joseph F. Hair Jr., Dheeraj Sharma, Carl McDaniel “**MKTG**”, CENGAGE, Latest Edition.
2. Philip Kotler, and Gary Armstrong, " **Principles of Marketing**", Latest Edition, Pearson Education.

Reference Books:

1. William J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit “**Marketing Concepts and Cases**”, Tata Mc GrawHill.
Rajan Saxena, **Marketing Management**, , Tata McGrawHill

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M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II			
Subject Name	Introduction to Business Analytics	Subject Code MS5A-510	
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize participants with concepts and applications of data analytics. • To acquaint participants with the challenges of data preparation and implementation. <p>To understand and design data driven models for business decision making.</p>			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • To understand the role of data analytics, data mining and business analytics within an organization. • Compute and analyze data using statistical and data mining techniques • Design and develop process of improving the decision making (relevance and quality). 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit - 1 Introduction to Business Analytics	Concept of data, information, knowledge discovery. What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.		
Unit - 2 Introduction to Data Base Management System	Data base System Applications, Purpose of Database Systems, The ER Model, Relational Model, Other Models Database Languages DDL and DML\ER diagrams – ER Model - Entities, Attributes and Entity sets Relationships and Relationship sets – ER Design. Overview of the SQL Query Language – Basic Structure of SQL Queries. Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization,		
Unit - 3 Examining Data – Exploration and Transformation	Creating MS- Excel sheet and performing operations on MS- Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering. Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration. Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance,		

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	histogram, testing of normality, Kurtosis.
Unit-4 Introduction to Data Ware House and Data Mining	Introduction to Data Ware Housing and Data Mining, The origins of Data Mining, OLAP and Multidimensional data analysis.
Unit – 5 Introduction to Machine Learning, AI and Latest Trends	Introduction to Machine Learning: History and Evolution, AI Evolution, Supervised Learning, Unsupervised Learning, Reinforcement Learning. Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.
Learning Resources: GalitShmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint). Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017 Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)	
Reference Books: Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.	

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**M.B.A. (FULL TIME)
BATCH 2021-23
SEMESTER II**

Subject Name	Business Research Methods	Subject Code	MS5A-512
		Total Credits	03
Subject Nature: CORE: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Business Research. <p>The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).</p>			
Learning Outcome:			
<p>At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 1.Help to get solutions to the problems in the corporate world through research. 2.Develop research papers to understand the intricacies of research. 3.Describe and attain some elementary level of data analysis applicable in research. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
UNIT –I Introduction to Research Methods	<ol style="list-style-type: none"> 1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India 		
Unit-2 Research Design	<ol style="list-style-type: none"> 2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research). 		
Unit-3 Sampling Theory and Design of Sample Survey	<ol style="list-style-type: none"> 3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors. 		
Unit- 4 Measurement and Scaling Concepts	<ol style="list-style-type: none"> 4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires. 		

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Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.
Text Reading: Latest Editions 1 William G. Zikmund, “ Business Research Methods ”, Orlando: Dryden Press. 2 C. William Emory and Cooper R. Donald, “ Business Research Methods ”, Boston, Irwin. 3 Fred N Kerlinger, “ Foundations of Behavioural Research ”, New Delhi: Surjeet Publications. 4 David Nachmias and ChavaNachmias, “ Research Methods in the Social Sciences ”, New York: St.Marlia’s Press. C. R. Kothari, “ Research Methodology: Methods and techniques ”, New Delhi: Vishwa Prakashan.	

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M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II		
Subject Name	OPERATIONS MANAGEMENT	Subject Code MS5A-514
		Total Credits 3 Credits
Subject Nature: CORE		
Course Objective:		
<ul style="list-style-type: none"> • To bring the understanding of industrial and business operations, products and services. • To develop logic and skills to apply suitable and better tools and techniques on operational decision making. • To explore the scope and dimensions of operations management applications in major management functions and decisions. 		
Learning Outcome:		
At the end of the course students should be able to;		
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 		
Examination scheme:		
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
Course Contents		
Unit-1 Introduction to Production and Operations Management	1.1 Nature of Production / Operations Management 1.2 Production Function and its Environment 1.3 Functions of Production/Operations Manager 1.4 Organization of Production Function	
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design 2.2 Process and Technology Selection 2.3 Location of Manufacturing / Service Facility Quantitative and Qualitative Models 2.4 Case Study	
Unit-3 Layout of Manufacturing/ service facility	3.1 Product layout, process layout, fixed position and group layout 3.2 Layout design: Relationship based and Load Distance cost matrix 3.3 Materials handling concepts 3.4 Case Study	
Unit- 4 Resources Requirement Planning and	4.1 Capacity Planning, Concept and Application of Learning Curve. 4.2 Aggregate Production Planning Chase strategy 4.3 Level production, Mixed strategy, Materials Requirement Planning 4.4 Case Study	

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Production Planning and Control	
Unit -5 Inventory and Operations Scheduling and Production Activity Control for Mass Manufacturing	5.1 Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems 5.2 Inventory Models: General Economic Order Quantity (EOQ); Economic Batch Quantity (EBQ) (Single and Multi-products); EOQ with Discounts 5.3 Assembly line balancing Batch Processing and Job shop - n-jobs on single machine, njobs on Two/Three machines (Johnson's Rule) 5.4 2-jobs on m-machines (Graphical method – Aker's Algorithm)
Unit-6 Quality Control	6.1 Quality Control Function 6.2 Acceptance sampling Statistical Process Control 6.3 Operating Characteristics Curve and its Applications Quality Circles 6.4 Case Study
Learning Resources: Text Books: <ol style="list-style-type: none"> 1. R Paneerselvam. "Production and Operations Management", New Delhi: Prentice Hall of India Publications, Latest Edition 2. S N Chary. "Cases and Problems in Production and Operations Management", New Delhi: Tata McGraw Hill Publications, Latest Edition. 3. Joseph G. Monks "Operations Management", New York : McGraw Hill Publications, Latest Edition Reference Books: <ol style="list-style-type: none"> 1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, "Applied Production and Operations Management", New York: West Publishing Company, Latest Edition. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production, Operations Management", Singapore: John Wiley and Sons, Latest Edition. 	