

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail of
MBM (Master of Business Management) 2nd Semester

August 2023

MBM 504: Financial Management

Semester: II

Credit: 3

Lecture Hours: 48

Course Objectives

This course aims to acquaint students with the theory and practice of financial management so that they are able to enhance their quantitative & analytical skills for financial decision-making in the corporate world. This course also aims to provide skill on analyzing various financial data using Excel spreadsheet. Students are well knowledgeable in investment, financing, and dividend dimensions of financial decision adding value to the firm. Students will also get general concept in sources and cost associated with short-term financing and long-term financing.

Course Description

The course combines theory and practical applications and accompanying Excel spreadsheets to illustrate application of theory in practice. The course begins with fundamental concept of financial management and corporate life cycle including economic and financial environment. The course deals with components of financial statements and provides quantitative tools required to analyze financial strengths and weaknesses of a firm. The course deals with methods of evaluating projects and valuing financial securities. This course covers dividend policy and working capital management. The course also covers the different aspects of short-term and long-term financing.

Learning Outcomes

This course helps students to Understand of financial management with economic and financial environment, (ii) Identify the sources of financial data for analysis, (iii) Analyze financial strengths and weaknesses of a firm, (iv) Valuation of fixed income securities and equity shares, (v) Estimate risk & return of individual securities and portfolios, (vi) Calculate the cost of various long term source fund and estimate weighted average cost of capital, (vii) Evaluate investment projects using various investment appraisal techniques, (viii) identifying the elements of working capital and understanding working capital cycle, (ix) identifying the sources of short-term financing and long term financing, (x) understanding dividend theory and set optimum dividend policy, (xi) familiarize emerging issues in finance and enable the critical analysis of these issues

Teaching Pedagogy

Classroom practical problem solving, build a model problem with spreadsheet, project work, presentation, home assignments, mini case analysis, interactive lectures are the teaching pedagogies for this course.

Course Details

Unit 1: Financial management and environment

9 LHs

The corporate life cycle. Functions of financial management. Goal of financial management. Role of financial manager. Governing a corporation: Agency conflicts and corporate governance. Ethical issues in financial management. Overview of Financial markets. Function of financial system. Role and nature of money market and capital market. Types of financial securities. Process of securitization; primary and secondary market. Functions of Bank and Financial Institutions. Contemporary issues of financial management

Unit 2: Financial statements analysis

6 LHs

Financial statements and report. User of financial statements. Standardizing statements: common size balance sheets, common size income statements. Ratio analysis: short-term solvency measures, long-term solvency measures, profitability measures, market value measures. The DuPont identity. Problems with financial statement analysis using spreadsheet. Uses and Limitations of Ratio Analysis.

Unit 3: Bond and stock valuation

5 LHs

Time & value relation: One-period & multi-period case, compounding & discounting, perpetuity & annuity, loan amortization. Bond valuation: Bond valuation, government and corporate bonds, bond markets, determinants' of interest rates for individual securities, bond yields. Common valuation: Valuation of different types of stocks, dividend discount model, price-to-earnings ratio and enterprise value ratio, valuing stocks using free cash flows.

Unit 4: Risk and return

4 LHs

Return and risk measures. Expected return, variance, and covariance. Return and risk measure for portfolios. The efficient sets. Risk diversification. Relationship between risk and expected return (CAPM).

Unit 5: Cost of capital and capital budgeting decisions

10 LHs

Nature of capital budgeting projects. Required rate of return on capital project: Weighted average cost of capital approach, CAPM approach. Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Capital budgeting decision tools: Net present value, payback period, internal rate of return, profitability index, modified internal rate of return. Build a model with spreadsheet. Capital budgeting decisions: Incremental cash flows, operating cash flows.

Unit 6: Working capital management and short term financing

5 LHs

Operating cycle and cash conversion cycle. Cash and liquidity management. Credit and inventory management. Short term financing: Trade credit, Bank loans, Secured short term financing

Unit 7: Long-term financing**4 LHs**

Common stock, corporate long-term debt and preferred stock. Pattern of financing. Recent trends in capital structure. Issuing securities to the public: Public issue, Alternative issue methods, Cash offer, Cost of new issues, Rights, Shelf registration, Private equity market.

Unit 8: Dividend policy**5 LHs**

Procedures for cash distributions: Dividend payment procedures, Stock repurchase procedures, Patterns of cash distributions. Theories of dividend policy: Dividend irrelevance theory, Dividend preference theory. Tax effect theory, Clientele effect and Information Content or Signaling, Hypothesis. Residual Distribution Model. Cash dividends and dividend payment. Stock dividend, stock repurchases and stock split.

Suggested Readings

Brigham, E. F. and Ehrhardt, M. C. *Financial management: Theory and practice (15e)*. New Delhi: Cengage Learning India

Ross, S. A., Westerfield, R. W., Jaffe, J., Jordan, B. D., and Kakani, R.K. *Corporate finance*. McGraw Hill.

Van Horne, J. C. *Financial management and policy*. New Delhi: Prentice Hall of India.

Journal, Working paper, Annual reports and other publications of listed companies. Nepal Stock Exchange. Nepal Securities Board and Nepal Rastra Bank.

MBM 507: Management Information System

Semester: II

Credit: 2

Lecture Hour: 32

Course Objectives

The aim of this course is to provide a basic grounding in the information technology (IT) skills necessary for information professionals. The course introduces students to practical Knowledge on several areas of information technology including the personal computer (PC) and its application as well as the Importance and uses of Information System. The objective of this course is to equip students with the new tools and techniques of management information system with a view to familiarize them to the state-of –art technology and its applications in managing information.

Course Description

This Course begins with introducing about different components of Computer, IT infrastructure evolution and current Hardware and Software trends. Then it deals with the concept regarding the importance of Information System in Global Business and Global E-business along with importance of Collaboration. Subsequently, it also discusses the issues regarding Information System Security and finally the course also addresses matters concerning E-commerce, including E-commerce models, electronic payment systems, and online marketing. After completion of each unit, there will be an engaging interactive session.

Learning Outcomes

On Completion of the course, students are expected to:

- Developed a conceptual and practical understanding of the computing fundamentals essential to information technology systems, including how computer represent, process, store and retrieve information, and present them to user interface, run useful applications and interact in a network.
- Developed a knowledge base regarding computer hardware and software sufficient to make informed selection decision.
- Understand the fundamental concepts and components of Management Information Systems and its importance in today's global business.
- Be familiar with different types of information systems.
- Analyze the role of MIS in decision-making, business processes, and organizational performance.
- Explain the concepts and applications of E-commerce, including various business models.
- Evaluate the impact of technology on E-commerce trends and strategies.
- Apply knowledge gained to real-world business scenarios through case studies and discussions.
- Be familiar with the concept and importance of ecommerce.
- Be familiar with different measures of Information Security and ethical issues related to IT.
- Be familiar with basic concept of E-commerce and M-commerce.

Course Details

Unit 1: Introduction to Computer System and IT Infrastructure **8 LHs**
Introduction, Characteristics of Computer, Application of Computer, Computer .Hardware: Input Device, Output Device, CPU (Components of CPU), Memory: Types of memory, Memory Hierarchy. Software :Introduction Types of software (System software, Utility Software, Application Software).Computer Network : Introduction, Network topologies and architectures Protocols and communication technologies ,Introduction to local area networks (LANs) and wide area networks (WANs),Concept of Intranet, Extranet and Internet .Defining IT infrastructure, Evolution of IT infrastructure ,Technology Driver of Infrastructure Evolution: Moore’s law and Microprocessing Power ,The Law of Mass Digital Storage, Metcalfe’s Law and Network Economics, Declining Communication Cost and the Internet Standards and Network Effect. Contemporary Hardware Platform Trends: The Emerging Mobile Digital Platform, Grid Computing, Virtualization Cloud Computing, Green Computing, Autonomic Computing, High Performance and Power Saving Processors
Interactive Session: Is Green Computing Good for Business?

Unit 2: Information System in Global Business Today **4 LHs**
Concept of Data, Information and Knowledge. Components of Information System. The role Of Information Systems in Today’s Business .Strategic Business Objectives of Information Systems: Operational Excellence ,New Products, Services and Business Model ,Customer and Supplier Intimacy ,Improves Decision Making, Competitive Advantage, Survival. Perspectives on Information Systems: Functions of Information System, Dimension of Information Systems (Management, Organization, Technology).A business Perspective of Information Systems. Complementary assets: Organizational assets, Managerial assets, Social assets
Interactive Session: UPS competes globally with information Technology.

Unit 3: Global E-Business and Collaboration **6 LHs**
Business Processes and Information System: Business Processes, Business Processes Improvement with Information Technology. Types of Information Systems: System For Different Management Groups (Transaction Processing Systems, Business Intelligence Systems for Decision Support, Executive Support System), Systems for Linking the Enterprise: Enterprise Application (Enterprise System, Supply Chain Management System, Customer Relationship Management System, and Knowledge Management System). Systems For Collaboration and Teamwork : Collaboration ,Business Benefits of Collaboration and Teamwork , Tools and Technologies for Collaboration and Team Work : E-Mail and Instant Messaging ,Social Networking ,Knowledge Management ,Video and Audio Collaboration ,Project Management Tools , Document Collaboration ,Task and Workflow Automation, Virtual World ,Internet Based Collaboration Environments
Interactive session: Organizations Domino’s Sizzles with Pizza Tracker / Virtual meetings: Smart Management

Unit 4: Securing Information System and Ethical and Social Issues in Information System **6 LHs**

System Vulnerability and Abuse: Contemporary Security Challenges and Vulnerabilities, Internet Vulnerabilities. Information Security Goal .Information Security Model. Hacker and Computer Crime: Spoofing and Sniffing, Denial of Service Attacks, Computer Crime, Identity Theft (Phishing, Evil Twins and Pharming) and Click Fraud. Technologies and Tools for Protecting Information Resources: Identity Management and Authentication, Firewalls, Intrusion Detection Systems, Cryptography, Digital Signature. Understanding ethical and social issues related to the system: A model for thinking about ethical, social and political issues, Moral dimension of information system.

Interactive Session: You're on Facebook? Watch Out / Behavioral Targeting and Your Privacy: You are the target, Case studies regarding business value of security.

Unit 5: E-Commerce and Online Marketing **8 LHs**

E-Commerce and the Internet. Features of E-Commerce: Ubiquity, Global Reach, Universal Standard, Richness, Interactivity, Information Density, Personalization/Customization. Key Concepts in E-Commerce: Digital Markets, Digital Goods. Types of E-Commerce: Business To Consumer(B2C),Business To Business(B2B) ,Consumer To Consumer(C2C) ,Consumer To Business (C2B).M-Commerce: Introduction and significance of M-Commerce, Evolution and growth of mobile commerce, Role of M-Commerce in Business, Challenges. Future Trends in M-Commerce: Overview of mobile devices: smartphones, tablets, wearables, Mobile operating systems, Mobile apps and their categories (native, web, hybrid) ,Location-based services and personalized experiences ,Mobile banking, mobile shopping, mobile advertising, Mobile Payment Systems: Mobile wallets and digital payment apps ,Near Field Communication (NFC) technology ,QR code payments and barcode scanning. Electronic Payment System: Introduction, Online Credit Card Transaction, Online Stored Value Payment System, E-wallet, Social/Mobile Peer-to-Peer Payment Systems, digital Cash/e-cash, online payment gateway, features, and functions. Online Marketing Basics: Introduction, Difference between Online and Offline Marketing, Tools for Online Marketing, Search Engine, Social Media Marketing, e-mail Marketing

Interactive Session: Facebook: Managing your Privacy for their Profit and cases regarding E-commerce model.

Suggested Readings

Kenneth C.Laudon , Jane P. Laudon, “*Management Information Systems Managing the Digital Firm*”, Twelfth edition

Kenneth C. Laudon, Carol G. Traver, "*E-Commerce Business, Technology, Society*", Pearson.

Andrew B. Whinston and Ravi Kalakota, "*Frontiers of Electronic Commerce*", Pearson 1996.

ITL Education Solutions Limited, “*Introduction to Information Technology*”, Pearson Education.

MBM 508: Economics for Business

Semester: II

Credit: 3
Lecture Hours: 48

Course Objectives

This course aims to enhance the understanding of economic concepts, theories and their practical applications among the students so that they are able to apply the learnings in managerial decisions-making.

Course Description

This course comprises market mechanism, efficiency and welfare, theory of firm and pricing, estimation and forecasting in managerial decisions and microeconomic issues in organization and macroeconomic issues in Nepalese context.

Learning Outcomes

On completion of the course students are able to

- i. Examine the relationship between fundamental economic principles and managerial decisions
- ii. Explain demand and supply functions and the market equilibrium
- iii. Measure the market efficiency and welfare
- iv. Analyze effects of government policies change to the market equilibrium.
- v. Explain the sources of market failure and government responses to market failure
- vi. Analyze the goals of firms with their practical applications.
- vii. Explain pricing models under oligopoly market.
- viii. Apply game theory in strategy formulation.
- ix. Forecast the demand by using the qualitative and quantitative methods
- x. Examine the economics of organization and labor market
- xi. Analyze the effect of macroeconomic policies in decision making

Teaching Pedagogy

Class room interactive lecture, group presentation, discussion, home assignments, articles reviews, term paper, and case analysis are the teaching tools for this course.

Course Details

Unit 1: Market mechanism, efficiency and welfare

12 LHs

Fundamental economic principles: how people make decisions, how people interact and how the economy as a whole works; applications of economic principles in managerial decisions; Demand and supply functions; Markets and efficiency: Market equilibrium and welfare, effects of government policies (tax, subsidy, and price control measures) on market equilibrium, efficiency and welfare; Market failure: Concepts and causes, government response to market failure: anti-trust laws, monopoly regulations, operating controls, tax and subsidy

Unit 2: Theory of firm and pricing**13 LHs**

Concept of production and cost functions; Goals of firm and applications: profit maximization, sales revenue maximization, Williamson's model of managerial discretion; Pricing models under oligopoly: Kinked demand curve model, price leadership and cartel arrangements; Games and strategy: strategy, Nash equilibrium, prisoner's dilemma and applications of games in strategy formulation, Markets with asymmetric information; Pricing practices: cost-plus pricing, predatory pricing, multiple product pricing, penetration pricing, dynamic pricing, two-part tariff

Unit 3: Estimation and forecasting in managerial decisions**7 LHs**

Demand forecasting: concepts and significance, qualitative forecasts, quantitative forecasts: time series analysis and smoothing techniques, elasticity of demand; Demand estimation: regression analysis; Estimation of short-run cost function.

Unit 4: Microeconomic issues in organization**8 LHs**

Economics of organization: growth strategy, constraints on growth and profitability, alternative growth strategies: value chains, horizontal and vertical integration, growth through diversification, growth through strategic alliance, transaction costs and boundaries of the firm, cost centers versus profit centers transfer pricing; Labor market issues: real wages and productivity; Wage determination: Three union models, minimum wage controversy, wage differentials, and pay for performance and growth of business

Unit 5: Macroeconomic issues in Nepali perspective**8 LHs**

Macroeconomic indicators: concepts and trends; Inflation-causes and consequences; Economic liberalization; Financial inclusion: concepts and determinants; Monetary transmission mechanism; Current budgetary and monetary policies; Fiscal federalism, Macroeconomics and business environment.

(Students have to write term paper on contemporary microeconomic and macroeconomic issues)

Suggested Readings

- Salvatore, D & Rastogi, S.K. (2017). *Managerial economics*. 8th edition. New Delhi: Oxford University Press.
- Truett, L.J. & Truett, D.B. (2004). *Managerial economics: Analysis, problems, cases*. Hoboken, NJ: Wiley.
- McConnell, C. R., Brue, S. L. (2013). *Economics: Principles, problems and policies*. 19th edition. New Delhi: McGraw Hill Education.
- Hirschey, M. & Pappas, J.L. (1989). *Fundamentals of managerial economics*. New York: The Dryden Press.
- Thomas, C.R.& Maurice, S.C. (2015). *Managerial economics: Concepts and applications*. New Delhi: McGraw-Hill Education.
- Adhikari, G.M., Paudel, R.K & Regmi, K. (2018). *Managerial economics*. Kathmandu: KEC Publications.

MBM 509: Managing People

Semester: II

Credits 2
Lecture Hours: 32

Course Objectives

A major part of a functional manager's responsibilities comprises attracting, engaging, motivating, retaining and developing people. Every functional manager is, therefore, a People Manager; and their effectiveness is determined by how well they understand the people-dimension. The objective of the course is to create awareness and appreciation of the human dimension in organization. Moreover, the course also intends to engage and foster critical thinking among functional managers with regard to enriching the human experience in an organization.

Course Description

The productivity of the firm and its ability to compete in today's dynamic business environment hinges entirely on the ability of the people within it to achieve the firm's strategic goals. This course contains Introduction to People Management and Human Resource Management, Human Resource Planning, Job Design and Analysis, Talent management, performance Management, Emerging issues of HRM and People Management

Learning Outcomes

Upon successful completion of this course, the students will be able to;

- Develop basic understanding of human resource management and people management
- Gain an overview of what it means to be an effective people manager
- Have a deeper understanding of the different aspects of people management and human capital
- Impart skills in making the job design documents i.e. job analysis, job description, job specification etc.

Course Details

Unit 1: People Management and HRM: Concept and Context

7 LHs

People Management and HRM: Concept and context, Difference between People Management and Human Resource Management; impact of individual and organizational factors on people management. Human resource management system; Human resource outcomes: quality of work life, productivity and readiness to change; Challenges of human resource management. Human Resource Planning: concept, process and importance. Challenges of getting work done; significance of prioritization and assigning work to team members.

Unit 2: Job Design and Analysis**5 LHs**

Meanings of job, task, position and occupation; Concept, benefits and methods of job design; Concept and purposes of job analysis; Sources of job analysis information; Job description, job specification and job evaluation: concept and components; Preparation of job design documents with job description, job specification and job evaluation: documents preparation (practicum). Job design practices in Nepali organization.

Unit 3: Talent Management**10 LHs**

Talent management and Talent development: concept and importance; Meaning, sources and methods of recruitment; e- recruitment process; concept of selection; Difference between selection and recruitment; Selection process and selection tests; Concept and techniques of socialization; Concept and process of learning; Human resource development: concept and importance; Concept, objectives and benefits of training; Determining training needs; Training methods: on - the - job and off - the – job training ; Concept and techniques of management development; Evaluating training effectiveness; Building peer networks; Essentials of communication and Managing self; Talent management and employee performance.

Unit 4: Performance Management**4 LHs**

Concept of performance management and appraisal, Methods of performance appraisal, Reward management; Types and qualities of effective rewards; Role of a manager in the different stages of the performance management process. Productivity and time management for people; Performance appraisal practices in Nepali organizations.

Unit 5: Employee Maintenance and Emerging Issues in HRM and People Management 6 LHs

Employee health and safety, employee welfare, social security; Grievance handling and redressal; General guidelines in administrating employee's discipline; Emerging issues and challenges of HRM: Power, Politics and Change, Creating winning organizational culture, HR audit and benchmarking, employee empowerment and engagement, HR cost- benefit, downsizing, work- life balance, HR analytics, e-HRM, green-HRM, outsourcing HRM, ethics in HRM (surveillance vs. privacy); HRM in Nepalese organization.

Suggested Readings

Aswathappa K., *Human Resource and Personnel Management: Text and Cases*, New Delhi: Tata McGraw Hill.

Decenzo, D.A. and Robbins, S.P., *Human Resource Management*, New Delhi: Prentice Hall of India Pvt. Ltd.

Dessler, G., *A Framework of Human Resource Management*, New Delhi: Pearson Education.

Dwivedi, R.S., *Human Relations and Organizational Behavior: A Global Perspective*. New Delhi: Macmillan India Limited.

Chalise, M & Gautam, P., *Organizational Behavior & Human Resource Management*, KEC Publication, Kathmandu, Nepal

MBM 511: Corporate Laws

Semester: II

Credits: 2
Lecture Hours: 32

Course Objectives

On successful completion of this course, students will be able to enhance and understanding of the Business and Corporate Laws, disseminate the concept and development of Corporate Laws, tackle the general legal situations effectively in their complex professions, develop their skills or reasoning, investigation, analysis, critical thinking and practical skills necessary for their carrier, know the existing Corporate Laws practices in Nepal and make competitive through the study of law in global context.

Course Description

This course covers the laws and legal provisions of Corporate Laws. Explore the core legal concepts underlying compliance and the new paradigm in corporate accountability impacts on business operations, and the steps that enterprises can take to appropriate steps to carryout business and dispute settlement in a successful way.

Teaching Pedagogy

Interactive lectures, case analyses, quizzes, seminar presentations in groups, and assignments are the teaching-learning tools used in this course.

Course Details

Unit 1: Meaning of Corporate Law

4 LHs

Meaning and Nature of Law, Kinds and Sources of Law, Meaning and Characteristics of Corporate Law, Sources of Corporate Law, Importance of Corporate Law.

Unit 2: Corporate Laws

10LHs

Industrial Enterprises Law: Objectives of Industrial Enterprises Act, 2076, Registration of Industry, Classification of Industry, Investment Promotion Board, Facilities for Industries, One Stop Service Center, Sick Industries, Punishment.

Foreign Investment Law: Objectives of Foreign Investment & Technology Transfer Act, 2075, Types of Foreign Investment, Approval & Repatriation, Regulation of Foreign Investment, Facilities for Foreign Investors, Settlement of Disputes.

Labor Law: Objectives of Labor Act, 2074, Basic Provisions relating to Labor, Types of Employment, Work Permit, Working Hours, Remuneration, Leave, Provident Fund, Gratuity & Insurance, Safety & Health, Fair & Unfair Labor Practice, Obligation of Inspector, Council & Committee, Minimum Remuneration, Settlement of Disputes, Punishment, Labor Court,

Company Law: Introduction, Incorporation of Company, Management of The Company, Meetings, Auditing, Winding-up of Company.

Unit 3: Other Related Corporate Laws

10 LHs

Securities Transaction Law: Objectives of Securities Act, 2063, Securities Board of Nepal, Registration and Issuance of Securities, Prospectus, Stock Exchange, Securities Business, Regulation, Insider Trading, Punishment.

Cyber Law: Objectives of Electronic Transactions Act, 2063, Digital Signature, Offence Relating to Computer, Punishment, Challenges of Cyber Crimes & Justice in Nepal.

Intellectual Property Law: Meaning of Intellectual Property, Intellectual Property Rights, Protection of Intellectual Property, Types of Intellectual Property Rights, Objectives of Patent, Design & Trade Mark Act, 20022 and Copyright Act, 2059.

Arbitration Law: Meaning of Arbitration, Features of Arbitration, Settlement of Disputes through Arbitration, Appointment and Power of Arbitrators, Execution of Award.

Unit 4: Legal Aspects of Business

8 LHs

Contract Law: Meaning of Contract, Validity of Contract, Types of Contract, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract.

Consumer Protection Law: Objectives of Consumer Protection Act, 2075, Rights of the Consumer, Determination of Price of Goods or Services, Consumer Protection Council, Offence & Punishment.

Suggested Readings

Bharat Raj Uprety (2066 BS), Contract Law, Kathmandu, FREEDEAL.

Bharat Raj Uprety (2006), an *Introduction to the Company Law*, Kathmandu, FREEDEAL.

Satya Narayan Kalika, *Principles of Business Law*, (2015). Kathmandu, Buddha Publication.

S.B.karki & B.P. Mishra, *Business Law*, (2072). Kathmandu, Utsav Book Prakashan.

Dilliraj Bhabdari, Business Law, (2016). Kathmandu, M.K. Publishers & Distributers.

Sreepakash Upreti, *Business Law*, (2072 BS). Kathmandu, Samjhana Publications Pvt. Ltd.

Business Law Journal. Kathmandu, Commercial Law Society.

Enactments

Arbitration Act, 2055

Company Act, 2063

Copyright Act, 2059

Consumer Protection Act, 2075

Electronic Transaction Act, 2063

Foreign Investment & Technology Transfer Act, 2049

Industrial Enterprises Act, 2076

Labor Act, 2074

Muluki Dewani Sanhita, 2074

Patent, Design and Trade Mark Act, 2022

MBM510: Operation and Technology Management

Semester: II

Credits: 2

Lecture Hours: 32

Course Objective

The objective of this course is to impart the knowledge and practice of operations and technology management.

Course Description

This course provides an overview of operations management in context, process design, planning and controlling operations, operations improvement ; introduction to technology management, technology management activities, and technology management tools.

Learning Outcome

After the completion of the course, students will be able to

- understand the operations management.
- relate the design , deliver and improvement components of operations in real life setting.
- understand the concept of technology management.
- understand the application of technology management tools in the real practice.

Course Details

Unit 1: Operations Management in Context

3 LHs

Introduction of operations management, input-transformation-output model, five performance objectives, four Vs framework, scope of operations management, evolution of operations management.

Unit 2: Design

4 LHs

Process design; innovation and design in services and products, supply network design, layout and flow, process technology, business intelligence, digital transformation, technology transfer, theories of technology transfer.

Unit 3: Deliver

5 LHs

Nature of planning and controlling, capacity management, inventory management, Control theory, operation of MRP system, enterprise resource planning, lean synchronization, quality management.

Unit 4: Improvement

4 LHs

Operations improvement, risk management, organizing for improvement.

Unit 5: Introduction to technology management

3 LHs

Definition, difference between technology management and innovation management, TM framework, TM activities and TM tools.

Unit 6: Technology management activities

7 LHs

Acquisition, exploitation, identification, learning, protection, selection.

Unit 7: Technology management tools

6 LHs

Patent analysis, portfolio management, road mapping, S-curve, stage-gate, value analysis and innovation.

Suggested Readings

Slack, N., Jones, A.B., & Johnston, R. (2013). *Operations Management*. Pearson Education limited.

Cetindamar, D., Phaal, R., & Probert, D. (2016). *Technology Management Activities and Tools*. Macmillan education.

Bamford,D., Forrester , P., & Reid,I. (2023). *Essential guides to operations management*. Taylor and Francis.