

MBA: Semester-IV**Paper MGTM-404P: TOTAL QUALITY MANAGEMENT AND SIX SIGMA****Objective**

The course is developed exclusively for the Management and Strategy Institute and is designed to give the student a strong understanding of TQM and how to apply it in a professional work environment. It also covers all basic TQM principles and gives the student a solid understanding of TQM and how it is implemented in a business environment.

Curriculum**Unit-I: Introduction to Total Quality Management**

Basics of Total Quality: Evolution of Quality, Definitions of Quality, Symptoms of a Non Quality Business, What is Total Quality, Total Quality Control (TQC), Dimensions of Quality (Kano's Model), Quality Challenge to Industry, Need for Quality Improvement: Impact of quality improvement, Differences between ISO 9000 and TQM.

Unit-II: Problem Solving and QC Tools

Types of problems, QC Tools, Approaches to problem Identification, Quality improvement Methodologies, Problem solving process, Seven basic QC Tools, Applications of problem solving Tools, Seven Management Tools: Tree diagram, Matrix diagram, Matrix data analysis, Process decision program chart, Arrow diagram.

Unit-III: TQM Principles and Tools

Continuous process improvement, Juran trilogy, PDSA cycle, 5S, Supplier partnership, Partnering, Sourcing, Benchmarking, Quality Function Deployment (QFD), House of quality, Taguchi quality loss function, Total Productive Maintenance (TPM).

Unit-IV: Kaizen

Continuous Improvement: Kaizen Umbrella, Kaizen and Management, Kaizen and Innovation, Main Kaizen practice: Management, Kaizen and Labour-Management relations, Cultural change for Kaizen, 3-MUs checklist of Kaizen activities, 5-S Kaizen movement, 4 Ms checklist.

Unit-V: Six Sigma

Quality engineering and Six Sigma, DMAIC process for process and design improvement, Acceptance Sampling, SPC (Statistical Process Control), Taguchi methods for robust design, Six Sigma sustainability; Case studies.

Recommended Book

- Total Quality Management, Sharma D D, Sapna Book House
- Six Sigma Fundamentals: A Complete Guide to the System, Methods and Tools, D.H. Statmatis

Reference Books

- Six Sigma: The Breakthrough Management Strategy Revolutionizing The World's Top Corporations, Mikel J. Harry, Richard Schroeder, Don R. Linsenmann, Richard
- Total Quality Management, Poornima M Charantimath, Sapna Book House

MBA: Semester-IV**Paper MGTM-405P: PROCESS MANAGEMENT AND CONSULTANCY****Objective**

The primary objective of this course is to learn to apply the concepts and techniques of business process analysis and improvements as building blocks for all operations improvement strategies. Students will learn how to analyze and improve business processes in different contexts, and using different process improvement tools

Curriculum**Unit-I: Introduction to Business Process Management**

Process Management Lifecycle, Process Architectures, Core versus Support Processes, Process Modeling, People-Centric and System Centric Processes, Preparing a Process for Automation, Workflow and Decisions, Task and Resource Allocation, Process Improvement.

Unit-II: Business Process Reengineering

Introduction to BPR, Need for reengineering, BPR and Performance improvement, Pitfalls and Myths of BPR.

Unit-III: BPR in Action

BPR and management concepts: TQM, Quality Function Deployment, ISO Standards, ERP. BPR implementation methodology, success factors of BPR, BPR in manufacturing Industry, Change management in BPR.

Unit-IV: Consultancy

Consultants: Types, Skills and Values, Consulting as a Profession, Marketing and Selling of Consulting Services, The Changing Consulting Industry.

Unit-V: Trends in Consultancy

Strategic and Organization Information Technology Consulting, Strategic Marketing Consulting, Strategy and Operations Management Consulting, Consulting to CEOs and Boards, Consulting in the Public and Not-for-profit Sector, Consulting to Global Clients, Intervention and Change, Merger and Acquisition Integration, The Future of Consulting.

Recommended Book

- Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition.
- Barcus, Sam W., & Wilkinson, Joseph W. (Editors). Handbook of Management Consulting Services. New York: McGraw-Hill.
- B.R. Dey, Business Process Reengineering and Change management, Wiley.

Reference Books

- Bell, Chip R. and Leonard Nadler. Clients and Consultants: Meeting and Exceeding

- Expectations. 2nd Edition. Gulf Publishing Company, Book Division, Houston.
- Connor, Dick. Increasing Revenue From Your Clients, John Wiley & Sons. New York.
Connor, Dick & Davidson, Jeffrey. Marketing Your Consulting and Professional Services.
New York: John Wiley & Sons.
- Holtz, Herman. Choosing and Using a Consultant. New York: John Wiley & Sons.
- Sethi and King, Organizational transformation through BPR, Pearson.

MBA: Semester-IV**Paper MGTM-406P: ENTERPRISE RESOURCE PLANNING****Objective**

To know the basics of ERP

- To understand the key implementation issues of ERP
- To know the business modules of ERP
- To be aware of some popular products in the area of ERP
- To appreciate the current and future trends in ERP

Curriculum**Unit-I: Introduction to Enterprise Resource Planning**

Basic Concept & Introduction to Enterprise Resource Planning; Related Technologies – Business Intelligence, E-Commerce and E-Business, Business Process Reengineering, Data Warehousing, Data Mining , OLAP, Product life Cycle management, SCM , CRM

Unit-II: ERP Implementation

Implementation Challenges, Strategies, Life Cycle, Pre-implementation Tasks, Requirements Definition, Methodologies, Package selection, Project Teams, Process Definitions, Vendors and Consultants, Data Migration, Project management, Post Implementation Activities.

Unit-III: ERP in Action and Business Module

Operation and Maintenance, Performance, Maximizing the ERP System, Business Modules, Finance, Manufacturing, Human Resources, Plant maintenance, Materials Management, Quality management, Marketing, Sales, Distribution and service.

Unit-IV: ERP Market

ERP Marketplace, Dynamics, SAP AG, Oracle, PeopleSoft, JD Edwards, QAD Inc, SSA Global, Lawson Software, Epicor, Intutive.

Unit-V: Recent trends in ERP

Enterprise Application Integration, ERP and E-Business, ERP II , Total quality management, Future Directions, Trends in ERP.

Recommended Book

1. Alexis Leon, “ERP DEMYSTIFIED”, Tata McGraw Hill, Second Edition, 2008.
2. Mary Sumner, “Enterprise Resource Planning”, Pearson Education, 2007.

Reference Books

1. Jim Mazzullo,”SAP R/3 for Everyone”, Pearson, 2007.
2. Jose Antonio Fernandz, “The SAP R /3 Handbook”, Tata McGraw Hill, 1998.
3. Biao Fu, “SAP BW: A Step-by-Step Guide”, First Edition, Pearson Education.