

Intermediate Course (Group - II)

Paper 9

OPERATIONS MANAGEMENT AND STRATEGIC MANAGEMENT (OMSM)

100 Marks

Module No.	Module Description	Weight
Section A: Operations Management		60%
1	Introduction	5%
2	Operations Planning	5%
3	Designing of Operational Systems and Control	5%
4	Application of Operation Research - Production Planning and Control	20%
5	Productivity Management and Quality Management	5%
6	Project Management, Monitoring and Control	15%
7	Economics of Maintenance and Spares Management	5%
Section B: Strategic Management		40%
8	Introduction	10%
9	Strategic Analysis and Strategic Planning	10%
10	Formulation and Implementation of Strategy	10%
11	Digital Strategy	10%

SECTION A: OPERATIONS MANAGEMENT

1. Introduction

- 1.1 Scope
- 1.2 Characteristics of Modern Operations Functions
- 1.3 Recent Trends in Production and Operations Management

2. Operations Planning

- 2.1 Demand Forecasting
- 2.2 Capacity Planning
- 2.3 Facility Location and Layout
- 2.4 Resource Aggregate Planning

- 2.5 Material Requirements Planning
- 2.6 Manufacturing Resource Planning
- 2.7 Economic Batch Quantity

3. Designing of Operational Systems and Control

- 3.1 Product Design
- 3.2 Process Design and Selection
- 3.3 Product Life Cycle
- 3.4 Process Planning and Selection
- 3.5 Design Thinking

4. Application of Operation Research - Production Planning and Control

- 4.1 Introduction
- 4.2 Production Planning and Control
- 4.3 Control Measures – Time & Motion Study, Method Study, Work Study
- 4.4 Optimum Allocation of Resources - LPP
- 4.5 Transportation
- 4.6 Job Evaluation, Job Allocation - Assignment
- 4.7 Scheduling and Queuing Models
- 4.8 Simulation and Line Balancing
- 4.9 Lean Operations
- 4.10 JIT

5. Productivity Management and Quality Management

- 5.1 Measurement Techniques of Productivity Index
- 5.2 Productivity of Employee
- 5.3 Productivity of Materials
- 5.4 Productivity of Management Resources
- 5.5 Productivity of other factors
- 5.6 Productivity Improving Methods
- 5.7 TQM Basic Tools and Certification
- 5.8 ISO Standards Basics

6. Project Management, Monitoring and Control

- 6.1 Project Planning
- 6.2 Project Life Cycle
- 6.3 Gantt Charts
- 6.4 PERT and CPM
- 6.5 Basics of MS Project

7. Economics of Maintenance and Spares Management

- 7.1 Breakdown Maintenance
- 7.2 Preventive Maintenance
- 7.3 Routine Maintenance
- 7.4 Replacement of Machine
- 7.5 Spare Parts Management

SECTION B: STRATEGIC MANAGEMENT

8. Introduction

- 8.1 Introduction to Strategy and Strategic Management
- 8.2 Alignment of Strategy with Vision, Mission and Culture
- 8.3 Objectives of Strategic Management
- 8.4 Organisational Genomics
- 8.5 Alignment with Individual Level Objective and Organisational Objective
- 8.6 Balanced Score Card
- 8.7 EVA – Driven Responsibility Accounting

9. Strategic Analysis and Strategic Planning

- 9.1 Analysis of Business Environment
- 9.2 PESTEL, Value Chain and Porter's 5 Framework
- 9.3 SWOTC Analysis (Industry Sector and Company)
- 9.4 Portfolio Analysis and BCG Matrix
- 9.5 Stages in Strategic Planning
- 9.6 Alternatives in Strategic Planning

10. Formulation and Implementation of Strategy

- 10.1 Strategy Formulation - Production Strategy, Supply Chain Strategy, Marketing Strategy, Human Resource Strategy
- 10.2 Structuring of Organisation for Implementation of Strategy
- 10.3 Strategic Business Unit
- 10.4 Business Process Re-engineering
- 10.5 Management Control, Operational Control and Task Control
- 10.6 Goal Congruence

11. Digital Strategy

- 11.1 Introduction
- 11.2 Digital Transformation for Competitive Advantages
- 11.3 Innovations and Disruptive Business Models
- 11.4 Emerging Trends in Digital and Social Marketing Strategies