

**UNIVERSITY OF PUNE**  
**FACULTY OF MANAGEMENT**  
**POST GRADUATE DIPLOMA IN MATERIALS & LOGISTICS MANAGEMENT**  
**(PGDMLM)**

**ONE YEAR, TWO SEMESTER PART TIME PROGRAMME**

**REVISED CURRICULUM w.e.f. A.Y. 2013-2014**

**1. TITLE OF THE PROGRAMME: POST GRADUATE DIPLOMA IN MATERIALS & LOGISTICS MANAGEMENT (PGDMLM)**

**2. PREAMBLE:** The revised curriculum for the PGDMLM programme is developed keeping in mind the changes in the practices of the industry, evolution in technology and the expectations of industry, students and faculty members at large.

**3. INTRODUCTION:** The Programme comprises of 2 Semesters.

**3.1 Credits**

The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

Total Credits: 31 Credits (1000 Marks)

- a) 9 Full Credit Courses \* 3 credits per course = 27 Credits
- b) 2 Half Credit Courses \* 2 credits per course = 4 Credits

In terms of credits, for a period of one semester of 15 weeks:

- a) every ONE hour session per week of L amounts to 1 credit per semester
- b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

In the Credit system the emphasis is on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L) + Tutorials (T) + Practicals / Project Work (P) i.e. LTP Pattern**.

The effort of the learner for each Credit Point may be considered under two parts –

- a) The hours actually spent in class room / practical / field work instructions and
- b) The notional hours spent by the Learner in self-study, in the library, peer interactions, case study, writing of journals and assignments, projects etc. for the completion of that course.

*Teaching / learning sessions are to be interpreted in a broader perspective as follows:*

- a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, etc.
- b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, etc.

**3.2 Adoption of Credit and Grading System:** As per national and international trends, it is proposed to adopt the Credit and Grading System for the PGDMLM programme.

**Salient features of the grading system:**

1. Learners are placed in ability bands that represent a range of scores. These ability bands may vary according to the number of categories for the classification of the performance of the learners. This ability range may be designated with alphabetical letters called as GRADE.
2. The system of awarding grades would provide a more realistic picture of learner's ability than the prevailing marking system.
3. Grading is a far more satisfactory method than the numerical marking system as it reflects an individual learner's performance in the form of a certain level of achievement.
4. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F
5. The award of grades provides a permanent record of the learner's growth and development that might be helpful for institutions of higher education for allocating seats for prospective employers.
6. Grading does not require making fine distinctions in performance when no such distinctions actually exist.
7. It is based on a realistic concept of 'errors of measurement'.
8. Grades are relatively free from extraneous factors like difficulty of the examination, examiner bias, nature of the subject being examined, etc.
9. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner'

**Basics of Credit and Grading System:** Grading, is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

It is proposed to use the **Indirect and Absolute Credit and Grade Point System for the PGDMLM programme**, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by some mechanism wherein the overall performance of the Learners can be

reflected after considering the Credit Points for any given course. However, the **overall evaluation shall be designated in terms of Grade.**

**3.3 Session Duration:** Each teaching-learning, evaluation session shall be of 60 minutes.

**4. ELIGIBILITY:** A student seeking admission to this course must have the following qualifications:

- 1) Bachelor's degree of any statutory University or other recognized foreign university.
- 2) Any diploma awarded by Board of Technical Education of any State Government or Central Government (post SSC three years' Diploma with 2 years post Diploma experience or post HSC two years' Diploma with one year post Diploma experience)

**5. EXAMINATION: Pattern of Examination:** The evaluation scheme comprises of:

- a) University Evaluation (50 Marks)
- b) Concurrent Evaluation (50 Marks)

**5.1 University Evaluation:** There shall be University evaluation for each full credit course as per the time table announced by the University. There shall be a Written Examination (subjective – concept plus case study / application oriented type) for 50 marks by the University for each Full Credit Course.

**5.1.2 Instructions to External Paper Setters / Chairman / Examiners:** For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course the question pattern shall be as follows:

Question Paper Pattern:-

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

Questions shall be set to assess knowledge acquired, standard application of knowledge, application of knowledge in new situations, critical evaluation of knowledge and the ability to synthesize knowledge. The question paper setter shall ensure that questions covering all skills are set. The question paper setter shall also submit model answer and a detailed scheme of evaluation along with the question paper.

*The duration of written examination shall be 2 hours. Students shall be provided a single answer sheet. They must ensure that their responses fit within the provided answer sheet. Additional supplements shall not be provided.*

**5.2 Concurrent Evaluation:** There shall be Concurrent evaluation for 50 marks for each full credit course. Half credit courses shall be evaluated for 50 marks through Concurrent evaluation. As a part of concurrent evaluation the students shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes

place in a graded manner. *There shall be no University evaluation for half credit courses.*

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz

Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

Marks for the concurrent evaluation must be communicated by the Institute to the University before the commencement of relevant Semester Examination.

**5.3 Project:** During the Second Semester each student shall undertake a *Project*. The student shall submit a written structured report based on work done during this period.

Project may be research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task / assignment / project / etc. in an organization / industry.

Since most students enrolled for the PGDMLM programme are expected to be working students, such working students may complete the Project at their workplace.

The report should be well documented and supported by –

1. Executive Summary
2. Organizational profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects)
5. Relevant activity charts, tables, graphs, diagrams,
6. Learning of the student through the project
7. Contribution to the host organization

## 8. References in appropriate styles.

It should reflect the nature and quantum of work undertaken by the student. *The learning outcomes and utility to the organization must be specifically highlighted.* The completion of the Project shall be certified by the Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the Project work.

The student shall submit **TWO hard copies & one soft copy (CD)** of the project report before 31<sup>st</sup> March in Sem IV.

*In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.*

There shall be an external viva-voce for the Project for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director of the Institute.

The External viva-voce panel shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of Project report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

**5.4 Standard of Passing:** Every candidate must secure at least Grade E in Concurrent Evaluation as well as University Examination as separate heads of passing for each course.

### **Diploma Requirements:**

- a) **Earned Credits:** The Diploma requirements for the PGDMLM programme is completion of 31 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the PGDMLM diploma.

**5.4.1 Conversion of Marks to Grade Points & Grades:** The marks shall be converted to grade points and grades using Table I below.

**Table I: Points Grading System**

Sr. No.	Marks	Grade	Grade Point
1	100 – 75	O - Outstanding	06
2	74 – 65	A – Very Good	05
3	64 -55	B – Good	04
4	54 – 50	C – Average	03
5	49 – 45	D – Satisfactory	02
6	44 – 40	E – Pass	01
7	39 - 0	F - Fail	00

The description of the final grades shall be as follows:

**O: Outstanding (Excellent Analysis of the topic - 75% and above)**

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject. Neat and systematic organization of content, elegant and lucid style.

**A: Very Good (Excellent Analysis of the topic - 65 to 74 %)**

Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

**B : Good (Good Analysis and treatment of the topic - 55 to 64 %)**

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

**C : Average (Some important points covered – 50 to 54%)**

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, good language or clear expression.

**D: Satisfactory (Some points discussed – 45 to 49%)**

Basic knowledge of the primary material, some organization of content, acceptable language or expression.

**E: Pass (Any two of the above – 40 to 44%)**

**F: Fail (None of the above – 0 to 39%)**

**The performance of a student will be evaluated in terms of two indices, viz.**

- a) *Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
- b) *Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

**Semester Grade Point Average (SGPA):** At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

**SGPA** = Grade Points divided by the summation of Credits of all Courses.

$$\text{SGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \quad \text{for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

**Cumulative Grade Point Average (CGPA):** Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

**Cumulative Grade Point Average (CGPA) for the Entire Course**

$$\text{CGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \quad \text{for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

**IMPORTANT NOTE:**

If a student secures F grade in either or both of Concurrent Evaluation or University Evaluation for a particular course his /her credits earned for that course shall be ZERO.

**5.5 Scaling Down of Concurrent Evaluation Scores:** The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute, in the Full Credit Courses, in Sem I and Sem II, shall be scaled down, to the required extent, if such percentage of marks are more than 20% of the marks scored in the University Examination for the respective course.

The marks obtained by the student in Half Credit Courses are not subject to scaling down.

**5.6 Attendance:** The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

**5.7 ATKT Rules:** Candidate has to earn credits for a course in not more than 4 attempts. Admission for the PGDMLM programme shall be valid for 3 Academic Years.

**5.8 Award of Grade Cards:** The University of Pune under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

**Final Grades:** After calculating the SGPA for an individual semester and the CGPA for entire programme, the value shall be matched with the grade in the Final Grade Points Table (as per Table II) and expressed as a single designated GRADE such as O, A, B, C,D,E,F.

**Table II: Final Grade Points**

Sr. No.	Grade Points	Grade
1	05.00 to 6.00	O - Outstanding
2	04.50 to 04.99	A – Very Good
3	03.50 to 04.49	B – Good
4	02.50 to 03.49	C – Average
5	01.50 to 02.49	D – Satisfactory
6	00.50 to 01.49	E – Pass
7	00.00 to 00.49	F - Fail

A student who secures grade E or above in a course is said to have completed /earned the credits assigned to the course. A student who has completed the minimum 31 credits required for the PGDMLM programme shall be declared to have completed the programme.

**NOTE:**

The Grade Card for the final semester shall indicate the following, amongst other details:

- a) Grades for concurrent and university evaluation, separately, for all courses offered by the student during the entire programme along with the grade for the total score.
- b) SGPA for each semester.
- c) CGPA for final semester.
- d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation.
- e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.
- f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
- g) The final GPA shall not be printed unless the student earns the minimum 31 credits required for earning the PGDMLM diploma.
- h) B Grade is equivalent to atleast 55% marks.

**5.9 External Students:** There is no provision of external students.

**5.10 Verification / Revaluation:** Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the University of Pune.

## 6. Structure of the Programme

The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

### Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)	Total Courses (C = A + B)
I	4	2	6
II	5	0	5
Total	9	2	11

The programme has 9 Full Credit Courses (100 Marks each) and of 3 Credits each.

The programme has 2 Half Credit Courses (50 Marks each) and of 2 Credits each. Thus the entire programme has 11 Courses of 31 credits in all.

### 6.1 Programme Structure for Post Graduate Diploma in Materials & Logistics Management (PGDMLM)

Semester I					
Course Code	Course	Concurrent Evaluation	University Evaluation	Total	Credits
101	Management Fundamentals	50	50	100	3
102	Essentials of Supply Chain Management	50	50	100	3
103	Logistics Management	50	50	100	3
104	Purchasing & Supplier Relationship Management	50	50	100	3
105	Business Communication	50	0	50	2
106	Information Technology	50	0	50	2
	TOTAL	300	200	500	16
Semester II					
Course Code	Course	Concurrent Evaluation	University Evaluation	Total	Credits
201	Strategic Supply Chain Management	50	50	100	3
202	Global Logistics	50	50	100	3
203	Inventory Management	50	50	100	3
204	Supply Chain Practices in Different Industries	50	50	100	3
205	Project	00	100	100	3
	TOTAL	200	300	500	15

**6.2 Medium of Instruction:** The medium of Instruction & Evaluation shall be English.

**7. EQUIVALENCE OF PREVIOUS SYLLABUS WITH THE REVISED SYLLABUS:** The equivalence of the previous syllabus with the revised syllabus is provided below.

	Existing Pattern		Revised Pattern
	SEMESTER I		
101	Principles & Practices of Management	101	Management Fundamentals
102	Materials Management	203	Inventory Management
103	Logistics Management	103	Logistics Management
104	Import Export Policy	201	Strategic Supply Chain Management
105	Manufacturing & Operations Management	105	Business Communication
	SEMESTER II		
201	International Buying	202	Global Logistics
202	Physical Distribution & Supply Chain Management	102	Essentials of Supply Chain Management
203	Computer Awareness	106	Information Technology
204	Statistical & Quantitative Methods	104	Purchasing & Supplier Relationship Management
205	Project	205	Project

**8. UNIVERSITY TERMS:** The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

**9. COURSE WISE DETAILED SYLLABUS:** Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided below.

*Note:*

1. *In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 1 indicates 7 teaching sessions and 1 evaluation sessions. Kindly note that the numbers indicated are indicative and not prescriptive.*
2. *Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*

## ANNEXURE I

Semester	I	Course Title	Management Fundamentals
Course Code	101	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	To understand the evolution of management thought.
2	To expose the students to fundamental concepts of management and its processes in organizations.
3	To introduce the basic concepts and theories underlying individual behaviour.
4	To understand individual behaviour in groups, dynamics of groups and team building.

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Basic concepts of Management:</b> Definition, Need & Importance, Evolution of Management Thought, Different approaches to Management.	7 + 1
2	<b>Functions of Management –</b> Planning, Organizing, Staffing, Directing ( Leading ), Controlling	7 + 1
3	<b>Decision Making:</b> Definition, Steps, Need & Importance, Types of decisions, classical Model v/s Administrative Model of Decision Making.	7 + 1
4	<b>Current trends and Challenges for Management in Global Scenario.</b>	7 + 1
5	<b>Case Studies on the above topics.</b>	7 + 1

### Learning Resources:

1	Text Books	Principles and Practice of Management- Himalaya Publishing Principles & Practice of Management by Dr.L.M.Prasad - Sultan Chand & Sons
2	Reference Books	Fundamentals of Management: Essential Concepts and Applications- Madhushree Nanda & Stephan Robbins Fundamentals of Management. Author: Chhabra T Fundamentals of Management by Robbins Decenzo
3	Supplementary Reading Material	Personnel Management : Mamoria and Mamoria
4	Websites	www. pearson.vrvbookshop.com
5	Journals	HRM Review ICFAI Journal of Organizational Behaviour

Semester	I	Course Title	Essentials of Supply Chain Management
Course Code	102	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	To provide an overview of role and importance of Supply Chain Management in today's dynamic world
2	To explore important aspects of Supply Chain Management

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Introduction to Supply Chain Management &amp; Supply Chain Network:</b> What is Supply Chain? Importance of Supply Chain management (SCM), Overview, Objectives, Nature & Scope of SCM, Managing the supply Chain, Models of SCM, Evolution of SCM. Supply chain networks, integrated supply chain planning, importance of design, role of facility decisions, Distribution channels, design of distribution channel, channel design, locational determinants.	7 + 1
2	<b>Demand Management :</b> Demand management process, the role of forecasting and production, basic approach to forecasting, overview of qualitative and quantitative methods of forecasting, Nature of forecasting, relationship between customer service and demand management.	7 + 1
3	<b>Supply Chain Planning :</b> Aggregate planning in a supply chain, aggregate planning strategies, planning supply and demand in a supply chain, planning and managing inventories in a supply chain, planning for optimal level of product availability	7 + 1
4	<b>Location Alternatives :</b> The need for long range planning, major locational determinants, historical perspectives on location problems, single facility versus multi facility location, methods of evaluating location alternatives	7 + 1
5	<b>Organization &amp; Control in Supply Chain :</b> Need for supply chain organizational structure, importance of supply chain organization, organizational development, organizational structure in integrated logistics, organizational choice and organizational scope, alliances and partnerships.	7 + 1

Learning Resources:		
1	Text Books	Supply Chain & Logistics Mgmt. – Bowersox, Closs & Cooper (TMGH) 2 <sup>nd</sup> Ed. Supply Chain Management Strategy Planning & Operations – Chopra, Meindl (Pearson) 1 <sup>st</sup> Ed.
2	Reference Books	Logistics & Supply Chain Management: Martin Christopher. Supply Chain Management Process, System & Practice – N.Chadraseskaran (Oxford) 1 <sup>st</sup> Ed.
3	Supplementary Reading Material	Purchasing & Supply Chain Management: Dobler and Burt. Designing & Managing the Supply Chain – Concepts, Strategies & Case studies – Levi, Kaminsky et al (TMGH) 3 <sup>rd</sup> Ed.
4	Websites	<a href="http://www.cscmp.org">http://www.cscmp.org</a> <a href="http://scm.ncsu.edu/">http://scm.ncsu.edu/</a>
5	Journals	International Journal of Logistics Management Supply chain Management Review

Semester	I	Course Title	Logistics Management
Course Code	103	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	To understand the role and importance of logistics in the economy in general and in private firms in particular
2	Explain & analyze logistics systems from several perspectives
3	To understand importance of IT in logistics management

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Introduction to Logistics Management</b> : Objectives of logistics, Components of logistics, Significance of logistics, Logistical Value proposition, the work of logistics, Logistical operations, Integrated Logistics, Evolution to 4PL.	7 + 1
2	<b>Designing distribution networks</b> : Role of distribution in supply chain, factors influencing distribution network design, Design options, e-business, Models for facility location and capacity allocation, Warehouses, importance, types and functions performed by warehouses.	7 + 1
3	<b>Material handling and packaging</b> : Principles and importance of materials handling, materials handling equipment, Safety Issues, Role of packaging, packaging for material handling efficiency, package design.	7 + 1
4	<b>Transportation</b> : Role of transportation, Traffic and transportation strategy, Intermodal transportation, Transportation Services, Transportation Regulation. Transportation Economics and Pricing, Transportation Administration, Transport Documentation, Transportation Management System.	7 + 1
5	<b>Role of IT in logistics Management</b> : Role of IT in supply chain, Supply chain IT framework, Customer Relationship management, Supplier Relationship management, Logistics Information Systems.	7 + 1

Learning Resources:		
1	Text Books	Logistics & Supply Chain Management: Martin Christopher
2	Reference Books	Logistics Management: P. Fawcett & Others. Handbook of Logistics & Distribution Management : John Gattorna.
3	Supplementary Reading Material	Principles of SCM – A Balanced Approach – Wisner, Leong, Tan (Cengage Learning) India Ed., 1 <sup>st</sup> Ed. The management of business logistics – Coyle, Bardi, Langley (Cengage Learning) India Ed, 7 <sup>th</sup> Ed.
4	Websites	<a href="http://www.cscmp.org">http://www.cscmp.org</a> <a href="http://scm.ncsu.edu/">http://scm.ncsu.edu/</a>
5	Journals	International Journal of Logistics Management International Journal of physical distribution and logistics management

Semester	I	Course Title	Purchasing & Supplier Relationship Management
Course Code	104	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	To understand the process of purchasing
2	To understand the role of suppliers in maintaining the quality

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Introduction to Purchasing:</b> Introduction to purchasing, importance of purchasing, changing role of purchasing.	7 + 1
2	<b>Purchasing Policies &amp; Activities:</b> Importance of policies, policies to provide guidance and direction, purchasing procedures. Objectives of purchasing, responsibilities, purchasing process, efficient purchase.	7 + 1
3	<b>Selection of a Supplier :</b> Outsourcing or insourcing, supplier evaluation and selection, supplier evaluation criteria, supplier scorecards.	7 + 1
4	<b>Developing &amp; maintaining Supplier Relationships.</b>	7 + 1
5	<b>Importance of quality in purchasing decisions :</b> Overview of Quality management, purchasing role in managing supplier quality, Total Quality Management (TQM)	7 + 1

### Learning Resources:

1	Text Books	Purchasing & Supply Chain Management: Monczka, Handfield, Giunipero, Patterson, Waters. World Class Supply Management: Burt, Dobbler, Starling
2	Reference Books	Management of Business Logistics - A Supply Chain Perspective : Coyle, Bardi, Langley.
3	Supplementary Reading Material	Supply Chain Logistics Management: Donald Bowersox, David Closs, Bixby Cooper
4	Websites	1. <a href="http://www.ismm.org">www.ismm.org</a>
5	Journals	1. Quality Management (American Society for Quality )

Semester	I	Course Title	Business Communication
Course Code	105	Course Type	Half Credit
Credits	2	Marks	50

### Course Objectives:

1	To train students to enhance their skills in written as well as oral Communication through practical conduct of this course.
2	This course will help students in understanding the principles & techniques of business communication.
3	To build their confidence and to imbibe competitiveness by projecting a positive image of themselves and of their future.

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Introduction to business communication:</b> Meaning, Definition, types, Process and objectives of communication, Channels of communication, communication process, barriers of communication.	5 + 1
2	<b>Role of communication:</b> Importance of communication, Emergence of communication as key concept in global corporate world. Techniques of effective communication.	5 + 1
3	<b>Business correspondence:</b> Business Letters (Letter of inquiry, Complaint, sales letter, grievance letter and others.), Report writing. Job application letter and resume, Circulars and notice writing.	5 + 1
4	<b>Group Communication &amp; Presentations:</b> Business meeting, Group discussion, How to make presentation effective, Presentation and group discussion Tips.	5 + 1
5	<b>Interview Techniques:</b> Various types of interview, How to prepare for interview, Do's and Don'ts of Interview. Mock Interview <b>Activities</b> 1.Presentations 2.Group Discussions 3.Mock Interview 4.Mock Meetings 5.Management games on communication	5 + 1

**Learning Resources:**

1	Text Books	Excellence in Business Communication. McGraw Hill, New York by Thill, J. V. & Bovee, G. L. (1993).
2	Reference Books	Soft Skills Dr K Alex by S.Chand The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.- by Ludlow, R. & Panton, F. (1998). Effective Communication. Pan Mc Millan – by Adair, J. (2003).
3	Supplementary Reading Material	Word Power made easy – Norman Lewis
4	Websites	<a href="http://www.softskillsworld.com">www.softskillsworld.com</a>
5	Journals	ICFAI Journal of Soft Skills & Training & Development.

Semester	I	Course Title	Information Technology
Course Code	106	Course Type	Half Credit
Credits	2	Marks	50

### Course Objectives:

1	To familiarize the students with advanced computer concepts.
2	To provide the necessary skills to understand and efficiently use various commonly used software and specialized packages.
3	To familiarize students with the emerging areas in information technologies

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Management Information System:</b> What is MIS?, Importance of MIS, Evaluation of MIS, Computers and MIS, Organizational Structure, Logical Foundations of MIs, Typical Management Information Systems, Futures of MIS, <b>Decision Support System (DSS):</b> Introduction, Definition, evaluation of DSS, Model Management, DSS Generators, Multi-criteria Modeling.	5 + 1
2	<b>Introduction to E- commerce :</b> Meaning and concept – E-commerce v/s Traditional Commerce- E- Business & E-Commerce – History of E- Commerce – EDI – Importance, features & benefits of E- Commerce – Impacts, Challenges & Limitations of Ecommerce – Supply chain management & E – Commerce.	5 + 1
3	<b>Business models of E – Commerce:</b> Business to Business – Business to customers – customers to customers - Business to Government – Business to employee – E – Commerce strategy – Influencing factors of successful E- Commerce – E- Business Infrastructure – The internet – Intranets and Extranets – World Wide Web – Voice over IP (VoIP) – The Internet Standards – The HTTP Protocol – Audio and Video Standards –Managing E-Business Infrastructure – Web services and Service-oriented architecture – (SOA) – New access devices – future of the internet infrastructure.	5 + 1
4	<b>Electronic Payment system :</b> Introduction – Online payment systems – prepaid and postpaid payment systems – e- cash, e- cheque, Smart Card, Credit Card , Debit Card, Electronic purse – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics.	5 + 1
5	<b>Legal and ethical issues in E- Commerce:</b> Security issues in E- Commerce- Regulatory frame work of E- commerce	5 + 1

**Learning Resources:**

1	Text Books	Management Information System- Waman Jawdekar, 4 <sup>th</sup> Edition, Tata McGraw Hill
2	Reference Books	Management Information System-Terry Lucey, 9 <sup>th</sup> edition E-Commerce , Business Technology, Society, by Kenneth Laudon, Carol Traver, Pearson
3	Supplementary Reading Material	E-Commerce- an Indian Perspective, P.T.Joseph, 2 <sup>nd</sup> Edition , PHI Publication
4	Websites	<a href="http://www.inderscience.com/ijitcc">www.inderscience.com/ijitcc</a>
5	Journals	ICFAI Journal of Information Technology E-Business International Journal of Information Technology

Semester	I	Course Title	Strategic Supply Chain Management
Course Code	201	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	Understand the role and objectives of Strategic Supply Chain Management
2	Recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	Know performance measurement aspects in Supply Chain Management

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Designing Supply chain Network:</b> Designing the distribution network- role of distribution- factors influencing distribution- design options- e business and its impact- distribution network in practice- network design in supply chain- role of network- factors affecting the network design decisions- modeling for supply chain	7 + 1
2	<b>Benchmarking the Supply Chain Performance:</b> What is benchmarking? Benchmarking the logistics process, Mapping the supply chain process, Supplier and Distributor benchmarking, Setting priorities for benchmarking, Logistics performance indicators, critical success factors	7 + 1
3	<b>Coordination and IT in Supply chain:</b> Lack of supply chain coordination and the Bullwhip effect- obstacles to coordination- managerial levers- building partnership and trust- continuous replenishment and vendor managed inventories- collaborative planning, forecasting and replenishment	7 + 1
4	<b>Supply Chain Performance measurement:</b> Performance measures, dimensions of performance measures, performance measurement in supply chain management, performance categories, logistics quantification pyramid	7 + 1
5	<b>Supply Chain Challenges for the future:</b> Strategic planning for logistics and supply chain management, time based strategies, asset productivity strategies, technology based strategies, relationship based strategies, future direction for supply chains	7 + 1

### Learning Resources:

1	Text Books	Supply Chain Management Strategy Planning & Operations – Chopra, Meindl (Pearson) 1 <sup>st</sup> Ed. Strategic Supply Chain Management by Shoshanah Cohen & Joseph Roussel, Tata McGraw Hill
2	Reference Books	Designing & Managing the SC – Concepts, Strategies & Case studies – Levi, Kaminsky et al (TMGH) 3rd Ed

		Managing the SC- A strategic Perspective, Gattorna Walters (Palgrave Macmillan), 1 <sup>st</sup> Ed.
3	Supplementary Reading Material	Supply Chain Strategies – Customer driven & Customer focused, Tony Hines (Elsevier), 1 <sup>st</sup> Ed. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.
4	Websites	<a href="http://www.cscmp.org">http://www.cscmp.org</a> <a href="http://scm.ncsu.edu/">http://scm.ncsu.edu/</a>
5	Journals	Supply Chain Management Review Supply chain Management: An International Journal

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Semester	I	Course Title	Global Logistics
Course Code	202	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	To understand the functioning of global supply chains.
2	To understand the role and importance of outsourcing.
3	To understand the global environment and how it affects the supply chains

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Global Economic Environment:</b> Global logistics and global supply chain management, global supply chain strategy, global sourcing, global purchasing and supplier relations, outsourced manufacturing.	7 + 1
2	<b>Introduction to International Logistics :</b> Logistics in global economy, Stages of international development, managing the International logistics	7 + 1
3	<b>International Sourcing:</b> Rationale for low cost country sourcing, challenges for low cost country sourcing, guidelines for sourcing, Supply Chain security.	7 + 1
4	<b>Outsourcing and Logistics Service Providers:</b> Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, role in Global logistics, types of services, considerations for hiring 3PL and 4 PL service providers. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management.	7 + 1
5	<b>Planning Global Logistics:</b> Planning the global logistics, Network design for global logistics management, Risk management in the global context, Measuring logistics cost and performance. Benchmarking the logistics, Performance measurement and evaluation in global logistics.	7 + 1

### Learning Resources:

1	Text Books	Supply Chain Logistics Management – Donald Bowersox, David Closs, Bixby Cooper
2	Reference Books	Global Logistics and Supply Chain Management - By John Mangan, Chandra Lalwani, Tim Butcher
3	Supplementary Reading Material	International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004 - By Douglas Long-
4	Websites	<a href="http://www.iscmindia.net">www.iscmindia.net</a>
5	Journals	International Journal of Global Business Review

Semester	I	Course Title	Inventory Management
Course Code	203	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	To understand the importance of Inventory in effective supply chains.
2	To understand the role of MRP in supply chains.

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Introduction to Inventory:</b> Definition of Inventory, Need of Inventory, Inventory costs, Independent versus dependant demand, Types of Inventory, Advantages and disadvantages of holding inventories.	7 + 1
2	<b>Inventory Classification:</b> Selective material control, Classification of material, ABC, VED, GOLF, SOS, HML, FSN, Other classifications, Standardization and codification, Value engineering.	7 + 1
3	<b>Inventory Management:</b> Fixed order Quantity models, Fixed time Period models, Inventory control and supply chain management, Optimal order quantity, EOQ model, assumptions of EOQ model.	7 + 1
4	<b>Material Requirement Planning:</b> Input and Outputs of MRP, Bill of Materials, Master Production schedules, Material flow in MRP, Evolution of MRP into Manufacturing Resource Planning (MRPII), Evolution to Enterprise Resource Planning (ERP)	7 + 1
5	<b>Stores Management:</b> Introduction, Function, Importance, Organization and Layout of Stores, Stores procedure and documentation, Inter-relationship with other departments, Types of stores, Centralized and decentralized stores.	7 + 1

### Learning Resources:

1	Text Books	Production & Operations Management – S N Chary, McGraw Hill
2	Reference Books	Operations and Supply Management – Richard Chase, Ravi Shankar, Robert Jacobs, Nicholas J.Acquilano, McGraw Hill
3	Supplementary Reading Material	Materials Management - A.K.Dutta Materials Management - K.K. Ahuja
4	Websites	<a href="http://www.sciencedirect.com">www.sciencedirect.com</a> . <a href="http://www.emeraldinsight.com">www.emeraldinsight.com</a>
5	Journals	ICFAI – Journal of Operations Management International Journal of Operations and Quantitative Management

Semester	I	Course Title	Supply Chain Practices in Different Industries
Course Code	204	Course Type	Full Credit
Credits	3	Marks	100

### Course Objectives:

1	To understand the application of the supply chain practices in different industries
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### Syllabus:

Unit Number	Contents	Number of Sessions
1	<b>Supply Chain practices in Automobile Industry:</b> Nature of the automobile industry, Supplier Relationship Management (SRM), Inventory management policy, Warehouse management.	7 + 1
2	<b>Supply Chain practices in Retail Industry:</b> Nature of Retail Industry, Types of retail chains, Reverse Logistics, Merchandise planning, Customer Relationship Management (CRM), Retail Technology – Bar Coding, RFID.	7 + 1
3	<b>Supply Chain practices in Food Industry:</b> Nature of the food industry – Grains, Vegetable, Fruits etc., Development of cold storages and warehouses, Management of perishable goods, Case study of Mumbai Dabbawallas.	7 + 1
4	<b>Supply Chain practices in Consumer durable goods Industry:</b> Nature of Consumer durable goods Industry, Importance of supply chain in Consumer durable goods Industry, challenges and opportunities for supply chain practices in Consumer durable goods Industry.	7 + 1
5	<b>Supply Chain practices in pharmaceutical Industry:</b> Introduction to pharmaceutical Industry, need and significance of supply chain in pharmaceutical Industry, stock replenishment, Managing unsold expired pharma products.	7 + 1

### Learning Resources:

1	Text Books	Supply Chain Management: Text and cases , Janat Shah, Pearson Education
2	Reference Books	Supply Chain Management for Retailing, Rajesh Ray, Tata McGraw Hill Supply Chain Management , K.Shridhara Bhat, Himalaya Publishing House
3	Supplementary Reading Material	Supply chain excellence - success stories of industries by Malini Gupta
4	Websites	<a href="http://www.iscmindia.net">www.iscmindia.net</a> <a href="http://www.iimm.org">www.iimm.org</a>
5	Journals	Journal of Supply Chain Management