

**UNIVERSITY OF DELHI**  
**UNDERGRADUATE CURRICULUM**  
**FRAMEWORK – 2022 BASED ON**  
**NEW EDUCATION POLICY-2020**

**Bachelor of Arts (VS) Materials**  
**Management**

B.A. (VS) Materials Management Structure with Credit Hours								
Course Code	Course Title	Course Type	Lectures	Tutorials	Practical	Credits	Marks	Prerequisite
SEMESTER 2								
DSC- 2.1	Introduction to Supply Chain Management	DSC	3	1	0	4	100	0
DSC- 2.2	Business Organisation and Management	DSC	3	1	0	4	100	0
DSC- 2.3	Macroeconomics	DSC	3	1	0	4	100	0

# SEMESTER II

## Introduction to Supply Chain Management

**DSC :2.1**

**Credit 4 (3L+1T)**

**Objectives:** The course aims to acquaint the students with

1. fundamentals of supply chain management (SCM) in an organization as well as the role of Relationship Marketing in SCM and understand the forecasting methods for demand of material and plan supply in Supply Chain process.
2. different strategies used in Supply Chain and the concepts of Inventory and Vendor Management.
3. measurement of performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
4. the understanding of the emerging Trends and Challenges in SCM.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. Explain the concepts of supply chain management (SCM) in an organization and explain the relationship marketing in SCM.
2. apply forecasting methods for demand of material and plan supply in supply chain process. They can also explain the different factors of SCM.
3. develop strategies in Supply Chain as well as explain the concepts of Inventory and Vendor Management.
4. measure the performance using various indicators, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking;
5. analyses the emerging Trends and Challenges in SCM.

### Course Contents:

#### **Unit 1: Introduction to Supply Chain Management (SCM) and Planning      15 hours**

Concept of Supply Chain Management- Evolution, Importance, Scope, Functions, Logistics Vs SCM. Value chain for SCM, Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Types of intermediaries. Planning demand and Supply in a Supply Chain; Demand forecasting in SCM; Aggregate planning in supply chain; Planning supply and demand in Supply Chain: Managing predictable variability

#### **Unit 2: Supply Chain Strategy and Implementations      15 hours**

Web-centric Supply Chain- Supply Chain in E-business, E-collaboration, E-Procurement; Structure of Supply Chain Management; Management of the Inventory in the Supply Chain Analysis including Vendor Management.

#### **Unit 3: Supply Chain Performance Measurement      15 hours**

Methods of performance measurement- balanced score card approach, benchmarking, supply chain metrics (KPIs). Performance measurement and continuous improvement.

#### **Unit 4: Trends and Challenges in Supply Chain Management**

**15 hours**

Third party and fourth party logistic outsourcing- Challenges and future directions. Global Supply Chain Management; Green supply chain management; Use of Information Technology in SCM; Re-engineering the supply chain- Future directions.

#### **Exercises**

The learners are required to:

1. study the practical benefits accrued by relationship marketing in SCM by conducting a survey of some organisations;
2. prepare forecasting schedule for assessing the use of demand and supply planning methods in an uncertain environment;
3. analyse the SCM strategies and inventory management used by different companies;
4. measure the comparative supply chain performance of few companies by doing case study.
5. prepare a report on latest trends and the impact of emerging issues in SCM.

#### **Suggested Readings:**

1. Branch, Alan. E. (2008) Global Supply Chain Management and International Logistics. Routledge, New York.
2. Chopra, S. & Meinde, P. (2000) Supply Chain Management- Strategy, Planning & Operation. Pearson Education.
3. Gattorna, J. L and Walters, D.W. (1996) Managing the Supply Chain: A Strategic Perspective. Macmillan, Hampshire.
4. Hult, M. G., Closs, D., Frayer, D. Global, (2013), Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. McGraw Hill Ltd.
5. Sarika Kulkarni and Ashok Sharma, (2004) Supply Chain Management. Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar (2008). Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

**Note: The suggested readings will be updated and uploaded on college website from time to time. The latest edition of the readings may be used.**

#### **Assessment methods**

- Internal Assessment 25 marks
- Theory Exam 75 marks

**Key words:** SCM, Value chain, Vendor Management, performance measurement, inventory management

## **Business Organisation and Management**

**DSC :2.2**

**Credit 4 (3L+1T)**

**Objective:** The course aims to

1. develop understanding of dynamics of business organisations and recent management practices and levels of management and their competencies.
2. develop an understanding various perspectives related to business environment and entrepreneurship.
3. develop an understanding how the organisations adapt to an uncertain environment and decipher decision making techniques.
4. develop an understanding of the relationship amongst functions of management *i.e.* planning, organizing, directing and controlling.
5. to analyse the change in working pattern of modern organisations.

**Learning Outcomes:** After completion of the course, learners will be able to:

1. explain the dynamics and forms of business organisations and choose the appropriate form of business organisation as per recent management practices, distinguish different levels of management and their competencies
2. analyse various perspectives related to business environment and perform SWOT analysis.
3. analyse how the organisations adapt to an uncertain environment and decipher decision making techniques.
4. analyse relationship amongst functions of management *i.e.* planning, organizing, directing and controlling.
5. analyse the change in working pattern of modern organisations and frame the strategy

**Course Contents:**

### **Unit 1: Introduction**

**12 hours**

Role of organisations and management in our lives; Nature and Functions of Management (An overview); Managerial Competencies, Ownership forms; Business formats- Brick & Mortar; Click; Brick & Click; E-commerce; Franchising; Outsourcing

### **Unit 2: Business Environment and Entrepreneurship**

**15 hours**

Meaning and layers of Business Environment (micro/immediate, meso/intermediate, macro and international); SWOT analysis; Business ethics and social responsibility; Entrepreneurship and its relevance, Business and social entrepreneurship as a process of opportunity/problem; Micro, small and medium Enterprises; Government Policy regarding MSMEs

### **Unit 3: Planning, Organizing and Staffing**

**13 hours**

Strategic Planning – Business and Corporate Level Strategies; Decision-making- process and techniques; Organizing, Formal and Informal Organisations, Centralisation and

Decentralisation, Organisational structures – Divisional, Product, Matrix, Project and Virtual Organisation, staffing,

#### **Unit 4: Motivation, Directing and Controlling**

**20 hours** Motivation- needs (including Maslow's theory), incentives, Equity and two factor theory (Herzberg); McGregor Theory X and Theory Y; Leadership – Leadership Styles, Transactional Vs. Transformational Leadership; Followership – meaning, importance and Kelley's Followership Model; Communication – New trends and directions (Role of IT and social media); Controlling –Techniques of Controlling Relationship between planning and controlling, contemporary trends in business and organisational management: Business process re-engineering, Work life Balance, Freelancing, Flexi-time and work from home, Co-sharing/co-working.

#### **Exercises:**

The learners are required to:

1. complete the exercises wherein they are given different situations and scenarios to start their own business (in terms of capital, liability, scale of operations, etc.) and are asked to select the most appropriate form of business organisation and justify the same highlighting the advantages and disadvantages of their choice.
2. participate in role play activity for describing the various levels of Management and competencies.
3. identify various elements affecting the business environment and conduct SWOT analysis for the company identified.
4. participate in simulation activity wherein each learner is asked to prepare strategic plans with respect to increasing the effectiveness.
5. present a role play on bounded rationality or on any aspect of decision making.
6. create a simulation exercise in class to demonstrate various types of authority, delegation, and decentralization of authority.
7. using Maslow's Need-Hierarchy Theory, analyse various needs and prepare a report.
8. demonstrate various types of Leadership Styles in the form of Role Play by identifying real life leaders from the corporate world.

#### **Suggested Readings**

- Basu, C. (2007), *Business Organisation and Management*. McGraw Hill Education.
- Chhabra, T. N. (2022) *Business Organisation and Management*. Sun India Publications. New Delhi.
- Drucker, P. F. (2006) *The Practice of Management*. New York: Harper & Row.
- Kaul, V. K. (2012) *Business Organisation Management*. Pearson Education.
- Koontz, H., & Weihrich, H. (2015) *Essentials of Management: An International and Leadership Perspective*. Paperback.
- Singh, B. P., & Singh, A. K. (2002) *Essentials of Management*. New Delhi. Excel Books Pvt. Ltd.

**Note: The suggested readings will be updated and uploaded on college website from time to time. The latest edition of the readings may be used.**

**Course Assessment:** Internal Assessment– 25%, Exam – 75%

## **Macroeconomics**

**DSC :2.3**

**Credit 4 (3L+1T)**

### **Course Objectives:**

This course introduces students to the basic concepts in Macroeconomics beginning with the definition and measurement of the macroeconomic variables. It describes how the macro system operates and how and why the economy grows and fluctuates over time based on the decisions made, in the aggregate, by consumers, businesses, governments as well as global factors. As the world is shifting towards a global economy, the study of Macroeconomics helps the students to understand the overall macroeconomic environment under which one has to take economic decisions. This course also introduces the students to the macroeconomic environment which affects materials management.

**Course Learning Outcomes:** After completion of the course, learners will be able to:

1. Acquire knowledge on various macroeconomic concepts
2. Explain the measurement of various macroeconomic aggregates like national income, consumption, saving, investment, inflation and exchange rate and how these aggregates affect retail business decision making.
3. Understand the role of inflation and inflationary expectations in economic decisions.
4. Analyze goods market and money market interactions influencing the businesses and overall macroeconomic environment.
5. Evaluate the firm's decisions on employment and investment and its' influence in macroeconomy

### **Unit-I**

**10 hours**

Introduction: Basic concepts and issues of Macroeconomics. Circular flow of income. National Income Accounting: Concepts of GDP and National Income; measurement of national income and related aggregates; nominal and real income; limitations of the GDP concept.

Lipsey & Chrystal Chapters 15,16

Case & Fair Chapters 20, 21

### **Unit-II**

**10 hours**

Determination of GDP: consumption and saving functions, investment function, equilibrium GDP; concepts of MPS, APS, MPC, APC; Concept of multiplier, fiscal and monetary policies.

Lipsey & Chrystal Chapter 16

Case & Fair Chapters 23, 24

### **Unit-III**

**10 hours**

Good & services market and Money market: Derivations of the IS and LM functions; effects of fiscal and monetary policies on equilibrium income. Derivation of Aggregate Demand.

Lipsey & Chrystal Chapters 21 appendix on page 499-504

Case & Fair Chapters 26, 27

### **Unit-IV**

**10 hours**

The labour market: wage determination, employment.

Aggregate supply curves; interaction of aggregate demand and supply to determine equilibrium output, price level and employment.

Case & Fair Chapters 28 (pages 559-567), 29 (pages 581-586)

### **Unit-V**

**10 hours**

Firms Behaviour in the Macroeconomy: Investment and Employment decisions, Productivity and the Business cycle.

Balance of payments and exchange rate: Meaning, factors, current account, capital account, determination of exchange rate.

Case & Fair Chapters 31 (pages 624-631), 34 (pages 670-671), 35 (pages 687-691)

### **Exercises:**

The learners are required to:

1. Discuss the highlights of the 'economic survey' and annual budget by GOI in the classroom.
2. Conduct classroom discussions on how the recent macroeconomic events both at national and international levels are affecting retail businesses.
3. Make group presentations inviting different ideas on how government rules and regulations and policies with respect to taxation and subsidies can have both positive and negative impact on retail business.
4. conduct classroom discussions on role of inflation and inflationary expectations in the decision making of retail businesses.

5. conduct a group project and enquire into the wage and employment determining mechanism in any retail business.

**Suggested Readings:**

1. Case, Karl E. & Ray C. Fair, 2012 Principles of Economics, Pearson Education, Inc.,
2. Lipsey, R. and Alec Chrystal, 2011 Economics, Oxford University Press, Twelfth Edition,
3. Bo Sodersten and Geoffrey Reed, International Economics (1994), Red Globe Press London.

**Note: The suggested readings will be updated and uploaded on college website from time to time. The latest edition of the readings may be used.**

**Course Assessment:**

Internal Assessment– 25 Marks   Exam – 75 Marks