MBA Curriculum - 2007

**Semester I**

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
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</tr>
</thead>
<tbody>
<tr>
<td>DBA 1601</td>
<td>Management Concepts</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1602</td>
<td>Statistics For Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1603</td>
<td>Economic Foundation of Business Environment</td>
<td>100</td>
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<tr>
<td>DBA 1604</td>
<td>Organizational Behaviour</td>
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<tr>
<td>DBA 1605</td>
<td>Communication Skills</td>
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<tr>
<td>DBA 1606</td>
<td>Accounting For Management</td>
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<tr>
<td>DBA 1607</td>
<td>Legal Aspects of Business</td>
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**Semester II**

<table>
<thead>
<tr>
<th>Code No</th>
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<tbody>
<tr>
<td>DBA 1651</td>
<td>Production Management</td>
<td>100</td>
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<tr>
<td>DBA 1652</td>
<td>Marketing Management</td>
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<tr>
<td>DBA 1653</td>
<td>Human Resource Management</td>
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<tr>
<td>DBA 1654</td>
<td>Financial Management</td>
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<tr>
<td>DBA 1655</td>
<td>Management Information System</td>
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<tr>
<td>DBA 1656</td>
<td>Quality Management</td>
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<tr>
<td>DBA 1657</td>
<td>Research Methods In Business</td>
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**Semester III**

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<tr>
<th>Code No</th>
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<tbody>
<tr>
<td>DBA 1701</td>
<td>Applied Operational Research for Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1702</td>
<td>International Business Management</td>
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<tr>
<td>DBA 1703</td>
<td>Strategic Management</td>
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<tr>
<td>DBA 1704</td>
<td>Professional Ethics</td>
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<tr>
<td>E2</td>
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<td>E3</td>
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E1 Elective I
E2 Elective II
E3 Elective III
## Semester IV

<table>
<thead>
<tr>
<th>Code No</th>
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<tbody>
<tr>
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<td>Elective VI</td>
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<tr>
<td>DBA 1770</td>
<td>Project Work</td>
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### List of Electives for General Management

<table>
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<th>Code No</th>
<th>Course Title</th>
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<tbody>
<tr>
<td></td>
<td><strong>Area of Specialisation 1 - Marketing - Electives</strong></td>
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</tr>
<tr>
<td>DBA 1721</td>
<td>Services Marketing</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1722</td>
<td>Consumer Behaviour</td>
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<tr>
<td></td>
<td><strong>Area of Specialisation 2 - Finance - Electives</strong></td>
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</tr>
<tr>
<td>DBA 1723</td>
<td>Security Analysis and Portfolio Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1724</td>
<td>Merchant Banking and Financial Services</td>
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<tr>
<td></td>
<td><strong>Area of Specialisation 3 - Human Resource – Electives</strong></td>
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</tr>
<tr>
<td>DBA 1725</td>
<td>Managerial Behaviour and Effectiveness</td>
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<tr>
<td>DBA 1726</td>
<td>Strategic Human Management and Development</td>
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<td></td>
<td><strong>Area of Specialisation 4 - Systems – Electives</strong></td>
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<tr>
<td>DBA 1727</td>
<td>E-Commerce Technology and Management</td>
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<tr>
<td>DBA 1728</td>
<td>Software Project and Quality Management</td>
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<tr>
<td></td>
<td><strong>Area of Specialisation 5 - Operations Management – Electives</strong></td>
<td></td>
</tr>
<tr>
<td>DBA 1729</td>
<td>Facilities Location and Process Design</td>
<td>100</td>
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<tr>
<td>DBA 1730</td>
<td>Supply Chain Management</td>
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</tr>
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</table>

**NOTE:** Any three from among the above five areas of specialization are to be chosen by the students. (The total number of electives will be six).
### List of Electives for Technology Management

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>DBA 1731</td>
<td>Strategic Technology Planning</td>
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<tr>
<td>DBA 1732</td>
<td>Managing Technology Change</td>
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<tr>
<td>DBA 1733</td>
<td>Technology Commercialisation</td>
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<td>DBA 1734</td>
<td>Technology Transfer</td>
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<tr>
<td>DBA 1735</td>
<td>Knowledge Management</td>
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<tr>
<td>DBA 1736</td>
<td>Emerging Trends In Technology Management</td>
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### List of Electives for Retail Management

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<tbody>
<tr>
<td>DBA 1737</td>
<td>Retail Management – Concepts and Environment</td>
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<tr>
<td>DBA 1738</td>
<td>Retail Sales Promotion</td>
<td>100</td>
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<tr>
<td>DBA 1739</td>
<td>Retail Accounting and Finance</td>
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<tr>
<td>DBA 1740</td>
<td>Retail Shopper Behaviour</td>
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<tr>
<td>DBA 1741</td>
<td>Retail Information Management</td>
<td>100</td>
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<tr>
<td>DBA 1742</td>
<td>Retail Outlet and Brand Management</td>
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### List of Electives for Human Resource Management

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<tr>
<th>Code No</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>DBA 1743</td>
<td>Managerial Behaviour and Effectiveness</td>
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<tr>
<td>DBA 1744</td>
<td>Strategic Human Management and Development</td>
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<tr>
<td>DBA 1745</td>
<td>HRM in Knowledge Based Organisations</td>
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<tr>
<td>DBA 1746</td>
<td>Human Resources Accounting and Audit</td>
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<tr>
<td>DBA 1747</td>
<td>Training - Needs Analysis &amp; Measuring The Effectiveness</td>
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</tr>
<tr>
<td>DBA 1748</td>
<td>Industrial Relations and Labour Welfare</td>
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### List of Electives for Financial Services Management

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<tbody>
<tr>
<td>DBA 1749</td>
<td>Indian Financial System</td>
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<tr>
<td>DBA 1750</td>
<td>Security Analysis and Portfolio Management</td>
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<tr>
<td>DBA 1751</td>
<td>Hire Purchase, Leasing and Venture Capital</td>
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<tr>
<td>DBA 1752</td>
<td>Risk Management</td>
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<td>DBA 1753</td>
<td>International Financial Market and Services</td>
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<tr>
<td>DBA 1754</td>
<td>Financial Derivatives</td>
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### List of Electives for Health Services Management

<table>
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<tbody>
<tr>
<td>DBA 1755</td>
<td>Health Economics</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1756</td>
<td>Management of Hospital Services</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1757</td>
<td>Hospital Information System</td>
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<tr>
<td>DBA 1758</td>
<td>Legal Aspects of Health Care</td>
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<tr>
<td>DBA 1759</td>
<td>Financial Management in Hospitals</td>
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</tr>
<tr>
<td>DBA 1760</td>
<td>Human Resource Management in Hospitals</td>
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</table>
SYLLABUS 2007

I SEMESTER

DBA 1601 MANAGEMENT CONCEPTS

UNIT I INTRODUCTION TO MANAGEMENT - Evolution of Management thoughts – Contribution of Selected Management Thinkers – Various approaches to management – contemporary management practice – Managing in global environment – Managerial functions.


UNIT V CONTROLLING - Managements control systems – techniques – Types of control.

TEXT BOOKS:


REFERENCES:

UNIT I PROBABILITY - Basic definitions and rules for probability, conditional probability, independent of events, Baye’s theorem, random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION - Introduction to sampling distributions, sampling techniques, sampling distribution of mean and proportion, application of central limit theorem. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - Hypothesis testing: one sample and two samples tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations, Chi-square test for single samples standard deviation. Chi-square tests for independence of attributes and goodness of fit.


UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS - Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.

TEXT BOOKS:


REFERENCES:


UNIT III ANALYSIS OF MONEY MARKET - Demand and supply of money – money market equilibrium – the role of money - monetary policy – Indian perspectives.

UNIT IV INTEGRATION OF COMMODITY AND MONEY MARKET - Analysis of inflation and unemployment – the role of economic policies – Indian experiences.


TEXT BOOKS:


REFERENCES:

UNIT I FOCUS AND PURPOSE - Definition, need and importance of organizational behaviour – nature and scope – frame work – organizational behaviour models.


TEXT BOOKS:


REFERENCES:

UNIT I COMMUNICATION IN BUSINESS - Systems approach, forms of business communication, management and communication, factors facilitating communication.

UNIT II COMMUNICATION PROCESS - Interpersonal perception, selective attention, feedback, variables, listening, barriers to listening, persuasion, attending and conducting interviews, participating in discussions, debates and conferences, presentation skills, paralinguistic features, oral fluency development.

UNIT III BUSINESS CORRESPONDENCE - Business letter. Memos, minutes, agendas, enquiries, orders, sales letters, notice, tenders, letters of application, letter of complaints.

UNIT IV TECHNICAL REPORTS - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization.

UNIT V PROJECT REPORTS - Project proposal, project reports, appraisal reports.

TEXT BOOKS:


REFERENCES:

UNIT I FINANCIAL ACCOUNTING

1.1 Introduction to Financial, cost and management accounting, generally accepted accounting principles, conventions and concepts. The balance sheet and related concepts, the profit and loss account and related concepts/ Introduction to inflation accounting, introduction to human resources accounting.

1.2 Accounting Mechanics - Basic records, preparation of financial statements, revenue recognition and measurement, matching revenues and expenses, Inventory pricing and valuation, Fixed assets and depreciation accounting, intangible assets.

1.3 Analysis of financial statements - Financial ratio analysis, cash flow and funds flow statement analysis

UNIT II COST ACCOUNTING AND MANAGEMENT ACCOUNTING

2.1 Cost Accounts - Accounting for manufacturing operations, classification of manufacturing costs, Accounting for manufacturing costs.

Cost Accounting Systems: Job order costing, Process costing, Activity Based costing, Costing and the value chain, Target costing, Cost-Volume – Profit Analysis, Standard cost system.

2.2 Management Accounting:

Relevant Cost for decision making, Incremental analysis, Special order decision, Production constraint decisions, Make or buy decisions, sell, scrap or rebuild decisions, Joint product decision, Responsibility accounting and performance evaluation.

Budget: As a planning and control tool.

TEXT BOOKS:

REFERENCES:

UNIT I MERCANTILE AND COMMERCIAL LAW


Negotiable instruments Act 1881 - Nature and requisites of negotiable instruments, transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for cheques and drafts, discharge of negotiable instruments.

Agency - Nature of agency – How created, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of principal or agents torts, termination of agency.

UNIT II COMPANY LAW - Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.


UNIT IV INCOME TAX ACT AND SALES TAX ACT - Corporate Tax Planning, Overview of Sales Tax Act, including Value Added Tax.

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS.

TEXT BOOKS:


REFERENCES:

2. Dr.Vinod K.Singhania Direct Taxes Planning and Management (Latest edition).
3. Respective Bare Acts.

UNIT II MATERIAL AND INVENTORY MANAGEMENT - Material Management (MM) – Handling Technology (Robots, Automated storage and retrieval systems (ASRS) and methods (JIT, / Kanban, ABC Systems).Independent Demand Inventory Models – Fixed order system, Basic EOQ, EBQ Models, Quantity discount models. Dependent Demand Inventory models – MRP and MRP II systems Introduction to ERP, e-business and e-operations strategies.

UNIT III PLANNING AND FORECASTING - Introduction to Strategic, Tactical, Operational, Aggregate and Capacity Planning. Planning Product design and development – Applications of CAD, Expert systems, Standardisation, Group Technology (GT) and Research and Development. Forecasting – Types, Methods (Qualitative and Quantitative), Types of variation in data, Minimising forecasting errors and selection of forecasting methods.

UNIT IV SCHEDULING AND PROJECT MANAGEMENT METHODS - Johnson’s Algorithm for job sequencing (n job thro’ 2 machines, n jobs thro’ 3 machines, n jobs thro’ m machines and 2 jobs thro’ m machines) Use of Gantt charts, Queuing analysis and Critical Ratios as methods for job scheduling. PERT / CPM – Drawing the network, computation of processing time, floats and critical path. Resource leveling techniques.

UNIT V FACILITY, LAYOUT LOCATION AND WORK MEASUREMENT - Facility Location Decisions (FLcD) – Selections of country, region and site. Facility Layout Decision (FlyD) – Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimising, Computer software systems (CRAFT, CORELAP, ALDEP), Line Balancing and performance ratios, work measurement methods (WM) - Time study, methods-time measurement, Work Sampling, White color measurement and learning curves, Using WM to increase productivity.

TEXT BOOKS:

REFERENCES:

UNIT I INTRODUCTION - Marketing conceptual frame work – marketing environment – customer oriented organization – marketing interface with other functional areas, marketing in a globalised environment.


UNIT III BUYER BEHAVIOUR - Understanding Industrial and individual buyer behavior – influencing factors– responding to buyer behaviour – building customer satisfaction – marketing to organizations and marketing of services.


UNIT V IMPACT OF INFORMATION TECHNOLOGY ON MARKETING DECISIONS - Online marketing – web based marketing programmes – emerging now trends and challenges to marketers.

TEXT BOOKS:


REFERENCES:

3. NAG, marketing successfully A professional perceptive, macmilan 2001.
5. Aakar Day, Kumar, Essential of Marketing Research.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training, methods, purpose, benefits and resistance. Executive development programmes – common practices - benefits – self development – knowledge management.


UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS -


TEXT BOOKS:


REFERENCES:

UNIT I FOUNDATIONS OF FINANCE - Financial management – An overview, time value of money. Introduction to the concept of risk and return of a single asset and of a portfolio, valuation of bonds and shares option valuation.

UNIT II INVESTMENT DECISIONS - Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital budgeting. Concept and measurement of cost of capital, Specific costs and overall cost of capital.

UNIT III FINANCING AND DIVIDEND DECISION - Financial and operating leverage, capital structure, Cost of capital and revaluation, designing capital structure.

Dividend policy, Aspects of dividend policy, practical consideration, forms of dividend policy, practical considerations, forms of dividends, share splits.

UNIT IV WORKING CAPITAL MANAGEMENT - Principles of working capital: Concepts, need; Determinants, issues and estimation of working capital, Accounts Receivables Management and factoring, Inventory management, Cash management, Working capital finance, Trade credit, Bank finance and Commercial paper.

UNIT V LONG TERM SOURCES OF FINANCE - Indian capital and stock market, New issues market. Long term finance: Shares debentures and term loans, lease, hire purchase, project financing, venture capital financing.

TEXT BOOKS:


REFERENCES:

UNIT I INTRODUCTION: Information system – establishing the framework – business model – information system architecture – evolution of information systems.

UNIT II SYSTEM DEVELOPMENT: Modern information system – system development life cycle – structured methodologies – designing computer based method, procedures control, designing structured programs.

UNIT III INFORMATION SYSTEM: Functional areas, Finance, marketing, production, personnel – levels, Concepts of DSS, EIS, ES – comparison, concepts and knowledge representation – managing international information system.


UNIT V SYSTEM AUDIT: Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance – systems methodology – objectives – Time and Logic, Knowledge and Human dimension – software life cycle models – verification and validation.

TEXT BOOK:


REFERENCES:

UNIT I INTRODUCTION TO QUALITY MANAGEMENT Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements.

Customer Focus – customer perception of quality, Translating needs into requirements, customer retention.


UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributes. Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve.

Total productive maintenance (TMP) – relevance to TQM, Terotecchnology.

Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process.

Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation.

Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio.

Seven old (statistical) tools. Seven new management tools. Benchmarking and POKA YOKE.


TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward.

TEXT BOOKS:


REFERENCES:

UNIT I INTRODUCTION TO RESEARCH: The hallmarks of scientific research – the building blocks of science in research – the research process for applied and basic research – the need for theoretical frame work – hypothesis development – hypothesis testing with quantitative data. The research design. The purpose of the study: Exploratory, Descriptive, Hypothesis testing (Analytical and Predictive) – cross sectional and longitudinal studies.


UNIT III DATA COLLECTION METHOD: Interviewing, questionnaires etc. Secondary sources of data collection. Guidelines for questionnaire design – electronic questionnaire design and surveys. Special data source: Focus groups, Static and dynamic data-collection methods and when to use each. Sampling techniques and confidence in determining sample size. Hypothesis testing determination of optimal sample size.

UNIT IV A REFRESHER ON SOME MULTIVARIATE STATISTICAL TECHNIQUES:


UNIT V THE RESEARCH REPORT: The purpose of the written report – concept of audience – Basics of written reports. The integral parts of a report – the title of a report. The table of contents, the synopsis, the introductory section, method of sections of a report, result section – discussion section – recommendation and implementation section.

TEXT BOOKS:


REFERENCES:

UNIT I  INTRODUCTION TO LINEAR PROGRAMMING (LP)  Introduction to applications of operations research in functional areas of management. Linear programming- Formulation, Solution by graphical and simplex methods (primal –penalty, two phase), Special cases, Dual simplex method, Principles of duality, Sensitivity analysis.

UNIT II  LINEAR PROGRAMMING EXTENSIONS  Transportation models (minimizing and maximizing cases) –Balanced and unbalanced cases –Initial basic feasible solution by N-W corner rule, least cost and Vogel's approximation methods. Check for optimality. Solution by MODI /Stepping stone method. Cases of degeneracy. Transshipment models.

UNIT III  INTEGER LINEAR PROGRAMMING AND GAME THEORY  Solution to pure and mixed integer programming problem by Branch and bound and cutting plane algorithms. Game theory-Two person zero sum games-saddle point, Dominance Rule, Convex Linear combination (averages), methods of matrices, graphical and LP solutions.


UNIT V  QUEUING THEORY AND REPLACEMENT MODELS  Queuing theory – single and multi-channel models – Infinite number of customers and infinite calling source. Replacement models –Individual replacement models (with and without time value of money) –Group replacement models.

REFERENCES

2. TulsianP.C, Vishal Pandey, Quantitative Techniques (Theory and problems), Pearson Education (Asia), First Indian Reprint, 2002

UNIT II INTERNATIONAL BUSINESS ENVIRONMENT  Globalization of business – Economic, political and cultural environment of India – Regional trade blocks – Inter-religion trade among regional groups.


UNIT IV CONFLICT IN INTERNATIONAL BUSINESS AND NEGOTIATIONS  Factors causing conflict – Conflict resolution actions – The role of negotiations in international business – The role of international agencies in conflict resolution.

REFERENCES

UNIT I STRATEGIC AND PROCESS  Conceptual framework for strategic management, the concept of strategy and strategy formation process – A formal Strategic planning process, corporate governance and social responsibility.

UNIT II COMPETITIVE ADVANTAGE  External environment – Porter’s five forces model – Strategic groups competitive changes during industry evolution – globalization and industry structure- National context and competitive advantage resources – Capabilities and competencies- core competencies – Low cost and differentiation generic, buildings blocks of competitive advantage – Distinctive competencies – Resources and capabilities durability of competitive advantage – avoiding failures and sustaining competitive advantage.


UNIT V OTHER STRATEGIC ISSUES  Managing technology and innovation – Entrepreneurial ventures and small business strategic issues for non-profit organizations. Cases in strategic management.

REFERENCES

UNIT I INTRODUCTION Meaning of Professional ethics - Code of professional ethics - Myths about professional ethics- Characteristics of an ethical organization – For and against ethical accountability of organizations.

UNIT II ETHICAL DECISIONS Ethical principles - Framework for ethical decision making - Sources of ethical standards – Ethics and situational leadership – Ethics in managing internal affairs.


REFERENCES

1. The Ethical Organisation,Alan Kitson and Robert Campbell, Palgravy,2006
2. Business Ethics Concepts and Cases; Manuel G.Velasquez-Prentice Hall of India.
3. Business Ethics –An Indian Perspective; Bajaj and Raj Agrawal-Biztantra.
4. Managerial Ethics; Poonam Sharma-Sage Publication.
UNIT I INTRODUCTION Service economy –Evolution and growth of service sector –nature and scope of services –Characteristics- Classification –Service market potentials-Expanded marketing mix for services –Service quality –Introduction to gaps model and SERVQUAL dimensions.

UNIT II FOCUS ON CUSTOMERS Assessing service marketing opportunities –Customer expectations and perceptions of services –Customer behaviour specific to usage of services –Service markets segmentation –Market targeting and selection.

UNIT III SERVICE DESIGN Levels of service product –Service life cycle – New service development – Service blueprinting - -Physical evidence and service scope –Competitive differentiation of services –Service positioning strategies-Developing positioning maps-Pricing of services –Methods and specific issues.

UNIT IV SERVICE DELIVERY People in services –Services process – distributing service direct distribution, Channel functions, channels selection, impact of information technology-designing communications mix for promoting services- building service customer relationships and service recovery –role of internal marketing in service delivery.

UNIT V MARKETING STRATEGIES FOR DIFFERENT SERVICES Formulating service marketing strategies for health, hospitality, tourism, logistics financial, information technology, educational, entertainment and public utility services.

REFERENCES


UNIT II CAPITAL MARKETS  Overview of capital market, Institutional structure in capital market, Reforms and status of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt market.


UNIT V PORTFOLIO MANAGEMENT

Portfolio Theory – Portfolio construction –Diagnostic management-Performance Evaluation – Portfolio revision –Mutual funds.

REFERENCES


UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS Organizational processes-Organizational climate-Leader-Group influences –Job challenge –Competition – Managerial styles.

UNIT V DEVELOPING THE WINNING EDGE Organizational and managerial efforts –Self-development –Negotiation skills –Development of the competitive spirit -Knowledge management- Forecasting creativity.

REFERENCES

UNIT I FUNDAMENTAL OF E-COMMERCE Dividing forces –benefits and limitations of e-commerce- Basics of data mining, data warehousing and network infrastructure requirements - Overview of IP, TCP, HTML, OLAP and cryptography.


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