ANNA UNIVERSITY
MBA (DISTANCE MODE)
REGULATION 2009
SYLLABUS I AND II SEMESTER

Common to:
MBA (General Management)
MBA (Technology Management)
MBA (Retail Management)
MBA (Human Resource Management)
MBA (Financial Services Management)
MBA (Health Services Management)

ANNA UNIVERSITY
CENTRE FOR DISTANCE EDUCATION
MBA (GENERAL MANAGEMENT)
Curriculum - 2009

Semester I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</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>
</tr>
<tr>
<td>DBA 1604</td>
<td>Organizational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1605</td>
<td>Communication Skills</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1606</td>
<td>Accounting For Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1607</td>
<td>Legal Aspects of Business</td>
<td>100</td>
</tr>
</tbody>
</table>

Semester II

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1651</td>
<td>Production Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1652</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1653</td>
<td>Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1654</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1655</td>
<td>Management Information System</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1656</td>
<td>Quality Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1657</td>
<td>Research Methods In Business</td>
<td>100</td>
</tr>
</tbody>
</table>
# MBA (TECHNOLOGY MANAGEMENT) 
## Curriculum - 2009

### Semester I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</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>
</tr>
<tr>
<td>DBA 1604</td>
<td>Organizational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1605</td>
<td>Communication Skills</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1606</td>
<td>Accounting For Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1607</td>
<td>Legal Aspects of Business</td>
<td>100</td>
</tr>
</tbody>
</table>

### Semester II

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1651</td>
<td>Production Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1652</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1653</td>
<td>Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1654</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1655</td>
<td>Management Information System</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1656</td>
<td>Quality Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1657</td>
<td>Research Methods In Business</td>
<td>100</td>
</tr>
</tbody>
</table>
## MBA (RETAIL MANAGEMENT)
### Curriculum - 2009

#### Semester I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</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>
</tr>
<tr>
<td>DBA 1604</td>
<td>Organizational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1605</td>
<td>Communication Skills</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1606</td>
<td>Accounting For Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1607</td>
<td>Legal Aspects of Business</td>
<td>100</td>
</tr>
</tbody>
</table>

#### Semester II

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1651</td>
<td>Production Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1652</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1653</td>
<td>Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1654</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1655</td>
<td>Management Information System</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1656</td>
<td>Quality Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1657</td>
<td>Research Methods In Business</td>
<td>100</td>
</tr>
</tbody>
</table>
### MBA (HUMAN RESOURCE MANAGEMENT)
#### Curriculum - 2009

#### Semester I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</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>
</tr>
<tr>
<td>DBA 1604</td>
<td>Organizational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1605</td>
<td>Communication Skills</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1606</td>
<td>Accounting For Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1607</td>
<td>Legal Aspects of Business</td>
<td>100</td>
</tr>
</tbody>
</table>

#### Semester II

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1651</td>
<td>Production Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1652</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1653</td>
<td>Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1654</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1655</td>
<td>Management Information System</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1656</td>
<td>Quality Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1657</td>
<td>Research Methods In Business</td>
<td>100</td>
</tr>
</tbody>
</table>
# MBA (FINANCIAL SERVICES MANAGEMENT)
## Curriculum - 2009

### Semester I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</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>
</tr>
<tr>
<td>DBA 1604</td>
<td>Organizational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1605</td>
<td>Communication Skills</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1606</td>
<td>Accounting For Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1607</td>
<td>Legal Aspects of Business</td>
<td>100</td>
</tr>
</tbody>
</table>

### Semester II

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1651</td>
<td>Production Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1652</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1653</td>
<td>Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1654</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1655</td>
<td>Management Information System</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1656</td>
<td>Quality Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1657</td>
<td>Research Methods In Business</td>
<td>100</td>
</tr>
</tbody>
</table>
# MBA (HEALTH SERVICES MANAGEMENT)
## Curriculum - 2009

## Semester I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</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>
</tr>
<tr>
<td>DBA 1604</td>
<td>Organizational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1605</td>
<td>Communication Skills</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1606</td>
<td>Accounting For Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1607</td>
<td>Legal Aspects of Business</td>
<td>100</td>
</tr>
</tbody>
</table>

## Semester II

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

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<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>
<td>100</td>
</tr>
<tr>
<td>DBA 1703</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1721</td>
<td>Services Marketing</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1722</td>
<td>Consumer Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1724</td>
<td>Merchant Banking and Financial Services</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1727</td>
<td>E-Commerce Technology and Management</td>
<td>100</td>
</tr>
</tbody>
</table>

## Semester IV

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1728</td>
<td>Software Project and Quality Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1729</td>
<td>Facilities Location and Process Design</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1730</td>
<td>Supply Chain Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1770</td>
<td>Project Work in General Management</td>
<td>400</td>
</tr>
</tbody>
</table>
# MBA (TECHNOLOGY MANAGEMENT)
## Curriculum - 2009

### Semester III

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<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>
<td>100</td>
</tr>
<tr>
<td>DBA 1703</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1731</td>
<td>Strategic Technology Planning</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1732</td>
<td>Managing Technology Change</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1733</td>
<td>Technology Commercialisation</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1734</td>
<td>Technology Transfer</td>
<td>100</td>
</tr>
</tbody>
</table>

### Semester IV

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1735</td>
<td>Knowledge Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1736</td>
<td>Emerging Trends In Technology Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1761</td>
<td>Intellectual Property Rights</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1770</td>
<td>Project Work in Technology Management</td>
<td>400</td>
</tr>
</tbody>
</table>
# MBA (RETAIL MANAGEMENT)
## Curriculum - 2009

### Semester III

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<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>
<td>100</td>
</tr>
<tr>
<td>DBA 1703</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1737</td>
<td>Retail Management – Concepts and Environment</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1738</td>
<td>Retail Sales Promotion</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1739</td>
<td>Retail Accounting and Finance</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1740</td>
<td>Retail Shopper Behaviour</td>
<td>100</td>
</tr>
</tbody>
</table>

### Semester IV

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1741</td>
<td>Retail Information Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1742</td>
<td>Retail Outlet and Brand Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1762</td>
<td>Retail Logistics</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1770</td>
<td>Project Work in Retail Management</td>
<td>400</td>
</tr>
</tbody>
</table>
# MBA (HUMAN RESOURCE MANAGEMENT)  
Curriculum - 2009

## Semester III

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1701</td>
<td><strong>Applied Operational Research for Management</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1702</td>
<td><strong>International Business Management</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1703</td>
<td><strong>Strategic Management</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1743</td>
<td><strong>Managerial Behaviour and Effectiveness</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1744</td>
<td><strong>Strategic Human Management and Development</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1745</td>
<td><strong>HRM in Knowledge Based Organisations</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1746</td>
<td><strong>Human Resources Accounting and Audit</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

## Semester IV

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1747</td>
<td><strong>Training - Needs Analysis &amp; Measuring The Effectiveness</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1748</td>
<td><strong>Industrial Relations and Labour Welfare</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1763</td>
<td><strong>Organisational Theory Design and Development</strong></td>
<td>100</td>
</tr>
<tr>
<td>DBA 1770</td>
<td><strong>Project Work in Human Resource Management</strong></td>
<td>400</td>
</tr>
</tbody>
</table>
# MBA (FINANCIAL SERVICES MANAGEMENT)
## Curriculum - 2009

### Semester III

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<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>
<td>100</td>
</tr>
<tr>
<td>DBA 1703</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1749</td>
<td>Indian Financial System</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1750</td>
<td>Security Analysis and Portfolio Management</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1751</td>
<td>Hire Purchase, Leasing and Venture Capital</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1752</td>
<td>Risk Management</td>
<td>100</td>
</tr>
</tbody>
</table>

### Semester IV

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1753</td>
<td>International Financial Market and Services</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1754</td>
<td>Financial Derivatives</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1764</td>
<td>Strategic Investments and Financial Decisions</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1770</td>
<td>Project Work in Financial Services Management</td>
<td>400</td>
</tr>
</tbody>
</table>
## MBA (HEALTH SERVICES MANAGEMENT)
### Curriculum - 2009

#### Semester III

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<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>
<td>100</td>
</tr>
<tr>
<td>DBA 1703</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<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>
<td>100</td>
</tr>
<tr>
<td>DBA 1758</td>
<td>Legal Aspects of Health Care</td>
<td>100</td>
</tr>
</tbody>
</table>

#### Semester IV

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA 1759</td>
<td>Financial Management in Hospitals</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1760</td>
<td>Human Resource Management in Hospitals</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1765</td>
<td>Medical Tourism</td>
<td>100</td>
</tr>
<tr>
<td>DBA 1770</td>
<td>Project Work in Health Services Management</td>
<td>400</td>
</tr>
</tbody>
</table>
I SEMESTER

DBA1601  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:
DBA 1602  STATISTICS FOR MANAGEMENT

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 I  
**NATURE AND SCOPE OF MACRO ECONOMIC ISSUES** -

UNIT II  

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.

UNIT V  

TEXT BOOKS:

REFERENCES:
DBA 1604  ORGANIZATIONAL BEHAVIOUR

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

Attitudes – characteristics – components – formation – measurement.
Perceptions – importance – factors influencing perception – interpersonal perception.
Motivation – importance – types – effects on work behavior.


TEXT BOOKS:

REFERENCES:
DBA 1605 COMMUNICATION SKILLS

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.
II SEMESTER

DBA 1651 PRODUCTION MANAGEMENT

UNIT I INTRODUCTION TO PRODUCTION AND OPERATION MANAGEMENT

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:

DBA 1652  MARKETING MANAGEMENT

UNIT I  INTRODUCTION - Marketing conceptual frame work – marketing environment – customer oriented organization – marketing interface with other functional areas, marketing in a globalized 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.
DBA 1653  HUMAN RESOURCE MANAGEMENT

UNIT I  PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT -


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:
DBA 1655 MANAGEMENT INFORMATION SYSTEM

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 IV IMPLEMENTATION AND CONTROL:

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

UNIT II  PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

UNIT III  STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

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.

UNIT V  QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION
TEXT BOOKS:


REFERENCES:

DBA 1657 RESEARCH METHODS IN BUSINESS

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 II EXPERIMENTAL DESIGN:
The laboratory and the field experiment – internal and external validity – factors affecting internal validity. Measurement of variables – scales and measurement of variables – development scales - rating scale and concept in scales being developed. Stability measures.

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, building 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 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 I INTRODUCTION - Consumer behaviour – concepts – dimensions of consumer behaviours – application of consumer behaviour knowledge in marketing decisions – approaches to the study of consumer behaviour.


UNIT III CONSUMERS IN THEIR SOCIAL AND CULTURAL - Group dynamics and consumer reference groups – Family – Social class cultural and subcultural aspects – cross cultural consumer behaviour.


REFERENCES


UNIT III  OTHER FEE BASED MANAGEMENT - Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation.


UNIT V  OTHER FUND BASED FINANCIAL SERVICES - Consumer Credit – Credit Cards- Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting – Venture Capital.

REFERENCES

5.  Economic Dailies, Relevant Publication of AMFS.
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.


UNIT V  LEGAL AND PRIVACY ISSUES IN E-COMMERCE - Legal, ethics and privacy issues –Protection needs and methodology –Consumer protection, Cyber laws, contracts and warranties, Taxation and Encryption polices.

REFERENCES

IV SEMESTER - SYLLABI

General Management - IVth sem

DBA 1728 SOFTWARE PROJECT AND QUALITY MANAGEMENT

UNIT I INTRODUCTION - Product life Cycle, Project Life Cycle Models for software and Process MODELS.

UNIT II PROJECT MANAGEMENT PROCESS AND ACTIVITIES - Project Initiation, Project Planning and Tracking, Project Closure.

UNIT III ENGINEERING ACTIVITIES - Software requirements gathering, estimation, design and development phase. Project management in the testing and maintenance phrase.


UNIT V SOFTWARE QUALITY ASSURANCE - Reliability models for software quality – ISO 9000 for software quality –CMM, CMMI, PCMM, PSP, and COCOMO-TQM for software quality.

REFERENCES

UNIT I  INTRODUCTION - Facilities requirements, need for layout study –types of layout, Model classification, Criterion selection, Model validation, design process.

UNIT II  PLANT LAYOUT - Layout problem, Plant layout procedures –Various approaches, Flow and activity analysis, designing the layout.

UNIT III  PLANT LOCATION - Plant location analysis –Factors, Costs, location decisions –Simple problems in single facility location problems, multi facility location problems, Network location problems.

UNIT IV  PROCESS MANAGEMENT AND STRATEGY - The process view of organizations, Performance measures, Product attribute and process competencies, Process design, planning, and control, Strategic positioning and operational effectiveness, Strategic fit, Matching products and processes, Operational frontier and trade-offs.


REFERENCES


REFERENCES

Technology Management - III sem

SYLLABI

DBA 1701 APPLIED OPERATIONAL RESEARCH FOR MANAGEMENT

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 I  INTRODUCTION- Definition –Trade and investment flow –Economic theories –
Forms of international business –Trade policy –Export promotion –Export
Procedures and documents –FOREX management –Exchange rate
determination – Exchange risk –Managing exchange rate.

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 III  GLOBAL STRATEGIC MANAGEMENT Structural design of MNEs –
Approaches to control – The role of information systems-Performance
measurement – Mechanics of measurement –Various performance indicators –
Evaluation and evaluation systems.

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  AN OVERVIEW OF TECHNOLOGY PLANNING - Technology and Society – Technology in business context – Strategic technology process – Plan – Vision, Mission and Objectives

UNIT II  TECHNOLOGY AND INDUSTRY - Technology origin and evolution – Tailoring technology to fit specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology Planning.


UNIT IV  TECHNOLOGY AND INFORMATION - Dissemination of technology information and strategic planning - Technology choice and evaluation methods – Analysis of alternative technologies - Implementing technology programmes.


REFERENCES

1. Vijay Kumar Khurana, 2007, Management of Technology and Innovation, Ane books India, Chennai,
UNIT I TECHNOLOGY AND INNOVATION - Interface between technology and innovation - Technology changes and macro, micro issues- Technology track in select industries.

UNIT II VENTURING TECHNOLOGY - Technology Road mapping (TRM) - Internal and external technology venturing - Technology pioneering and competitive advantages - Phases of Technology transition.

UNIT III TECHNOLOGY CYCLE - Technology cycle and understanding technologies change - Responding to technological changes - Adoption of technology - Overcoming resistance - different approaches.

UNIT IV CREATIVITY AND TECHNOLOGY - Creativity techniques - Classification and description – Innovation process – Nurturing innovation - R & D management within the firm – Multi-criteria considerations.

UNIT V TECHNOLOGY CHANGE - Technology change and Business Strategy – Organisational issues – Entrepreneurs opportunities and Technology changes – Technology change and productivity.

REFERENCES

UNIT I  COMMERCIALIZATION PROCESS - Technology as asset - Technology and economical changes - Competitive technology strategic options - Types of commercialization – Commercialization Process.

UNIT II  TECHNOLOGY LICENSING - Technology Licensing - Rights of licence holders - Financial terms - documentation - cross licenses - Collaboration and public policy.

UNIT III  TECHNOLOGY NEGOTIATION - Technology Negotiation - Preparation and conduct of negotiations - Technology outsourcing - Socio, economic, political, legal and cultural considerations.

UNIT IV  TECHNOLOGY PATENTING - Technology patenting - Filing patent applications - Patent classifications - Commercializing patented technology - Arbitration and mediation.

UNIT V  TECHNOLOGY DIFFUSION - Technology diffusion - WTO implication on Technology Commercialization – Global trends in technology commercialization.

REFERENCES


UNIT IV TECHNOLOGY PARTNERING - In-house development - Partnerships with intermediaries - Sponsored development - Joint development - Collaborative development - International networks of technology brokers.


REFERENCES

Technology Management - IV sem

SYLLABI

DBA 1735 KNOWLEDGE MANAGEMENT


UNIT IV KNOWLEDGE CULTURE IN ORGANISATIONS - Developing and sustaining knowledge culture – Knowledge culture enablers – implementing knowledge culture enhancement programs – Communities of practice – Developing organizational memory.

UNIT V KNOWLEDGE MANAGEMENT – LOOKING AHEAD - Knowledge Management tools, techniques – Knowledge Management and measurements – Knowledge audit – Knowledge careers – Practical implementation of Knowledge management systems – Case studies.

REFERENCES

2. Knowledge Management – Classic and contemporary works Edited by Daryl Morey & others Universities Press India Private Limited.
UNIT I  INTRODUCTION - Science and Technology Policy systems – Leveraging Knowledge, Learning Organisation and World Class Organisation - Dual use technology - Integrating Road mapping into Technical Planning - Legal aspects of Technology Management.

UNIT II  CRITICAL FACTORS IN MANAGING TECHNOLOGY - International technology management policy - Flexibility in Management – Management of Change – Choice of Technology – technology sourcing – Managing Uncertainty, complexity and chaos - R&D productivity - Business appraisal of technology potentials - Innovation and Design Management

UNIT III  BUSINESS STRATEGY AND TECHNOLOGY STRATEGY - Global competitiveness– Technology strategy and planning – Technology Alliances and Joint Ventures - Critical Technology Bridging – Marketing technology - Technology intelligence (TI) - Corporate Venturing – Integrating Road mapping with Business and Technology

UNIT IV  TECHNOLOGY MANAGEMENT IN EMERGING INDUSTRIES-Globalisation of industry – Managing technologies in emerging industries: - Knowledge-intensive industries, Biopharm & Biotechnology - IT & Telecommunications - Nanotechnology & materials science –Other emerging industries

UNIT V  TECHNOLOGICAL COMPETITIVENESS IN COUNTRIES - Factory and office automation - Business Process Reengineering - Quality Management –Use of Transferred Technology - Collaborative innovation environment - Collaborative knowledge-intensive industry environment – Business and government relations – Technological competitiveness in some of the developing and developed countries.

REFERENCES

UNIT I - INTRODUCTION TO INTELLECTUAL PROPERTY


UNIT II - INTERNATIONAL PROTECTION OF INTELLECTUAL PROPERTY RIGHTS


UNIT III - PATENTS


UNIT IV - COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS

Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret,

UNIT V - LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS

Infringement of Patents and Remedies. Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

REFERENCES

DBA 1701 APPLIED OPERATIONAL RESEARCH FOR MANAGEMENT

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 I  INTRODUCTION- Definition –Trade and investment flow –Economic theories –
Forms of international business –Trade policy –Export promotion –Export
Procedures and documents –FOREX management –Exchange rate
determination – Exchange risk –Managing exchange rate.

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 III GLOBAL STRATEGIC MANAGEMENT Structural design of MNEs –
Approaches to control – The role of information systems-Performance
measurement – Mechanics of measurement –Various performance indicators –
Evaluation and evaluation systems.

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

1) John.D.Daniels and Lee H.Radebaugh,’International Business’, Pearson Education Asia,
New Delhi, 2000.
2) Richard M.Hodgetts and Fred Luthans, International Management’, Tata McGraw Hill,
New Delhi, 2003
4) Francis Cherunilam, International Business, wheeler publication.
5) Anand k sundaram and I.Stewart Black,’ The international Business Environment’,
Thompson, Asia, Bangalore, 2003.
7) Don Ball and Wendell McCulloch,’International Business’, Irwin McGraw hill, NewYork,
1999.
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  RETAILING CONCEPTS - Definition of retailing – Characteristics of retailing – traditional and non-traditional retailing – Applications of information technology in retail management.

UNIT II  RETAIL INDUSTRY - Global trend in retailing – Indian retail industry – Drivers to the growth of retail – macro and micro environmental influences – Creativity in retailing - Emerging trends and challenges.

UNIT III  RETAIL FORMATS - Different types of retail formats – Choice of location – Store layout and designs – Positioning of retail shops – Retail store image – Retail service quality Management.


UNIT V  RETAIL SHOPPERS BEHAVIOUR - Shopping process – Influences of shoppers’ attitude, perception, personality and life style in retail shopping behaviour – Handling complaints – Delivering value to retail shoppers.

REFERENCES

1. Retail marketing – Malcolm Sullivan and Dennis Ad Cock – Thomson
2. Retail Management – A Strategic Approach – Barry Berman and Joel. R.Evans-Prentice Hall of India.

UNIT II FINANCIAL IMPLICATIONS - Estimating retail promotion budget – Criteria for budget allotment – Market led and manufacturer led promotion budgets – Cost benefit analysis of retail sales promotion.

UNIT III RETAIL ADVERTISING - Types of advertisements – Designing advertisements – Media plan – Specific features of retail advertisements – Measuring retail advertisement effectiveness – Online advertising.


UNIT V ONLINE SALES PROMOTION - Viral marketing – Designing websites – Attracting and retaining online customers – Customer Response Management.

REFERENCES

1. Retail Management – Barry Berman & Joel R.Evans – Prentice Hall of India

UNIT II  RETAIL INVENTORY MANAGEMENT - Inventory budget - Forecasting techniques – Inventory order management – Material issue management – Pricing of inventory – ABC and VED analysis


UNIT IV  PROFIT MEASUREMENTS - Financial performance measure – Sales per square metre – Sales per employee – Elements of cost and profitability – Components of retail cost – Margins and markups – Customer service cost and benefits.


REFERENCES

UNIT I  **INTRODUCTION** - Profile of Indian Retail and Retail shoppers – Indian Retail shopping environment – Changing trends in shopping behaviour – Need and importance of the study of shopping behaviour.

UNIT II  **SHOPPING PROCESS** - Dimensions and approaches to retail shopping behaviour – Pre shopping, shopping and post shopping behaviour – Diffusion of innovations in retail context.

UNIT III  **INTERNAL INFLUENCES ON SHOPPER BEHAVIOUR** - Personal – attitude, perceptions, learning, personality, lifestyle and self-image. Interpersonal – Communications, persuasion, family, group, and store’s employees.

UNIT IV  **EXTERNAL INFLUENCES ON SHOPPER BEHAVIOUR** - External – store location, Shop atmospherics- social, cultural, cross cultural – online retail shoppers behaviour- Technology influence on shopper behaviour.

UNIT V  **ADDITIONAL DIMENSIONS** - Customer Relationship Management - its impact on retail shopper’s behaviour – complaint management system – lifetime value of retail shoppers – Emerging issues.

REFERENCES

UNIT I INTRODUCTION - Retail Information management– need and importance – evolving concepts – subsystems of retail information system – concepts of information - sources of retail information Humans as information processors – system concepts.

UNIT II TECHNOLOGY OF INFORMATION SYSTEM - Hardware, software and communication technology - Types of information system – retail information system for logistics, supply chain, inventory, CRM, finance, category management, point of sales - information and databases – types of data bases - data warehouses – data mining – virtual reality.


REFERENCES
UNIT I  
**INTRODUCTION** - Introduction –Retail outlet development policy decisions- Strategic importance of retail outlet decisions -Retail outlets mapping and performance management- Retail outlet in different geographical, economic and cultural settings –Organized and unorganized retail outlets.

UNIT II  
**RETAIL OUTLET MANAGEMENT** - Retail outlet survey - Emerging trends in retail outlet – atmospherics and retail outlet – Retail location strategies – Information Technology impact on retail outlet management.

UNIT III  
**STRATEGIC BRAND MANAGEMENT** - Retail Strategic brand management – Retail brand architecture – Brand extension – Retail co-branding – Private labels – Characteristics of good brand name.

UNIT IV  
**TYPES OF RETAIL BRANDS** - Types of retail brands-Retail service brands- Brand promotion techniques –Retail brand ambassadors –Retail brand equity measurements –Retail brand loyalty.

UNIT V  
**RETAIL BRAND MANAGERS** - Retail brand managers- Role and responsibilities-Retail brand performance audit –online retail brands – Successful Indian retail brands a review.

REFERENCES

UNIT I – INTRODUCTION

Introduction to retail logistics management – Elements of retail logistics – Retail logistics structure – Importance – Retail logistics trends.

UNIT II – LOGISTICS NETWORK

Retail logistics network design – Transportations – Modes of transportations – Transportation costs.

UNIT III – WAREHOUSE AND INVENTORY

Location of warehouse- Classes of warehouse – Inventory management – Procurement management

UNIT IV – MERCHANDISE PLANNING

Space planning – Assortment and category management. Packaging and scope in retail logistics – Insurance of retail products.

UNIT V – SUPPLY CHAIN MANAGEMENT

Supply chain management and outbound logistics – Supply chain Integration – Measurement of performance of logistics – Computer application

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 I  INTRODUCTION- Definition –Trade and investment flow –Economic theories –
Forms of international business –Trade policy –Export promotion –Export
Procedures and documents –FOREX management –Exchange rate
determination – Exchange risk –Managing exchange rate.

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 III  GLOBAL STRATEGIC MANAGEMENT Structural design of MNEs –
Approaches to control – The role of information systems-Performance
measurement – Mechanics of measurement –Various performance indicators –
Evaluation and evaluation systems.

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

1. John.D.Daniels and Lee H.Radebaugh,'International Business', Pearson Education Asia,
   New Delhi, 2000.
2. Richard M.Hodgetts and Fred Luthans, International Management', Tata McGraw Hill,
   New Delhi, 2003
5. Anand k sundaram and I.Stewart Black,’ The international Business Environment’,
   Thompson, Asia, Bangalore, 2003.
7. Don Ball and Wendell McCulloch,'International Business', Irwin McGraw hill, New York,
   1999.
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 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 III  CROSS CULTURAL HRM - Domestic Vs International HRM – Cultural dynamics – Culture assessment - Cross cultural education and training programs – Leadership and strategic HR issues in international assignments – Current challenges in outsourcing, cross border M and A-Repatriation etc. – Building multicultural organisations- international compensation.

UNIT IV  CAREER & COMPETENCY DEVELOPMENT - Career concepts – Roles – Career stages – Career planning and process – Career development models- Career motivation and enrichment – Managing career plateaus –Designing effective career development systems- Competencies and career management- Competency mapping models- Equity and competency based compensation.


REFERENCES

UNIT I  INTRODUCTION - Concepts and characteristics of knowledge based organization- Knowledge boundaries-Adopting knowledge based approach- Steps towards knowledge based organization – linking human behaviour and knowledge.

UNIT II  HR MANAGERS IN KNOWLEDGE ORGANIZATION - Differing roles of HR managers in knowledge organizations –Opportunities and threats of HRM in knowledge based organizations –Knowledge as intellectual capital- Key drivers of knowledge management –Linking knowledge to strategy.

UNIT III  KNOWLEDGE CULTURE - Organization culture –Effective knowledge culture – Knowledge culture during change- knowledge sharing behaviour – managing knowledge workers across different stages of employment- HR strategy applicable to knowledge based organization – Effective people centric partnership in knowledge based organization.

UNIT IV  MANAGING INTELLECTUAL CAPITAL - Fine tuning HR system - Recruitment - Retainment – Performance and Reward management of intellectual capital in knowledge based organization.

UNIT V  MANAGING KNOWLEDGE WORKERS- Internal competency building- leadership and coordination in knowledge based organization- Role of HR functions to effectively manage knowledge workers.

REFERENCES

1. The knowledge management tool kit, Amrit Tiwara-Pearson.
2. ICTs and HRM, Premkumar Zha-Vista International Publishing House, Delhi.
UNIT I  INTRODUCTION - HR as assets- Definition of Human Resource Accounting –
Introduction to Human Resource Accounting – Human Resource accounting
concepts, methods and applications – Human Resources accounting Vs other
accounting.

UNIT II  HUMAN RESOURCE COSTS- Measuring human resource cost -investment in
employees-Replacement costs – Determination of Human Resource value –
Monetary and non-monetary measurement methods – Return on Investment
approach.

UNIT III  HUMAN RESOURCE ACCOUNTING SYSTEM -Developing Human Resource
Accounting systems – Implementation of Human Resource accounting –
Integrated of accounting with other accounting systems – Recent advancements
and future directions in Human Resource Accounting.

UNIT IV  HUMAN RESOURCE AUDIT -Role of Human Resource audit in business
environment - HR Audit objectives – Concepts –Components –Need- benefits –
Importance –Methodology- Instruments –HRD scorecard –Effectiveness of as an
instrument –Issues in HR audit – Focus of HRD audit.

UNIT V  HUMAN RESOURCE AUDIT REPORT - HRD audit report –Concept –Purpose –
Role of HR managers and auditors –Report Design- Preparation of report –Use
of Human Resource audit report for business improvement –Case studies.

REFERENCES

1. Eric G. Flamholtz, ‘Human Resource Accounting –Advances in Concepts, Methods and
   publishers, Jaipur.
   publishers, Jaipur.
DBA 1747- TRAINING - NEEDS ANALYSIS AND MEASURING THE EFFECTIVENESS


UNIT II TRAINING NEEDS ANALYSIS - Objectives of training needs analysis - Identification of training needs and the process, tools and techniques – organisational analysis, task analysis and individual analysis – consolidation.


UNIT IV DELIVERING THE TRAINING PROGRAMS - Conducting the programs – ice breaking and games – relevance of culture of participants – layout facilitating interactions – audio visual aids.

UNIT V EVALUATION OF TRAINING PROGRAMS - Objectives of evaluation – micro and macro levels – methods of evaluation – reaction, learning, behavior and results – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatric’s model

REFERENCES

3. How to write and prepare training materials, Stimson N, Kogan page.
UNIT I  INDUSTRIAL RELATIONS - Concepts – Importance - Industrial Relations Problems in the Public Sector- Growth of Trade Unions- Codes of conduct.


REFERENCES

UNIT I ORGANISATION & ITS ENVIRONMENT


UNIT II - ORGANIZATIONAL DESIGN


UNIT III - ORGANISATIONAL CULTURE

Understanding culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture – Creating and Sustaining Culture – Culture and Strategy – Implications for practicing Managers.

UNIT IV - ORGANISATIONAL CHANGE


UNIT V – ORGANISATION EVOLUTION AND SUSTENANCE

Organizational life cycle – models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity – HR implications

REFERENCES

3. Richard L. Daft, understanding the theory & design of organizations, Thomson south western, 2007
4. Thomson G. Cummings and Christopher G. Worley, Organisational development and change, south western Thompson, 2007
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 III GLOBAL STRATEGIC MANAGEMENT Structural design of MNEs –Approaches to control – The role of information systems-Performance measurement – Mechanics of measurement –Various performance indicators –Evaluation and evaluation systems.

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 II  **COMMERCIAL BANKS** - Commercial banks –Functions and roles-Sources and application of funds-asset structure –Profitability –Regulatory reforms –Deposits and advances –Lending rates –Reserve Bank of India.


UNIT IV  **NEW ISSUES MARKET** - New issues market- Functions and issue mechanism- Book building – Reforms and investor protection –Relationship between new issues market and stock exchange.

UNIT V  **MUTUAL FUNDS** - Mutual funds in India – Regulatory mechanism – SEBI mutual fund guidelines – Mutual fund schemes – IRDA (Insurance Regulatory and Development Authority) regulations – Securitisation and assets reconstruction companies.

**REFERENCE**

1. Indian Financial System, M.Y.Khan, Tata Mc graw Hill.

UNIT II CAPITAL MARKETS - Overview of capital market, Intuitional structure in capital market, Reforms and state 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 V  CORPORATE VENTURING - Corporate venturing – Framing and managing the venturing process –selecting opportunities- Locating the venture in the organization –Developing the business plan –Organising and controlling the venture.

REFERENCES

1. Merchant banking and financial services, Dr.S.Gurusamy, Thomson.
2. Raising Venture Capital, Rupert Pearce ans Simon Barnes, John Wiley & Sons, Ltd.
UNIT I  **INTRODUCTION** - Introduction to Risk Management; Nature of risk – terms and definitions; Organizing for Risk Management; Objectives of Risk Management; Scope of Risk Management; legal, financial and social benefits of managing risk; The framework for managing risk

UNIT II  **CLASSIFICATION AND CONTROL** - Classifications of risk – Financial - Strategic – Physical– Legal; Risk and opportunity; Influences and benefits of a risk management programme; Potential consequences of failing to manage risk; Risk drivers - Internal and external influences on an organization; Risk Measurement and Pooling; Total Loss Distribution; Pooling and Diversification; Risk Control and Treatment; Risk analysis techniques; Barriers in the risk analysis process:

UNIT III  **RISK TRANSFER** - Insurance Pricing; Analysis Tools; Demand for Risk Management (Utility Theory); Risk Management and Shareholders; Risk Transfer and Residual Risk Financing.

UNIT IV  **INSURABILITY AND LIABILITY** - Insurability of Risk and Insurance Contracts; Legal Liability; Corporate Liability; Liability Issues; Commercial Insurance; Risk Retention/Reduction; Risk Management and Internal Control.

UNIT V  **FINANCIAL RISK** - Financial Risk Management; Futures and Options; Enterprise Risk Management- Risk management applicable to Information system.

REFERENCES

2. Cristopher L. Culp, ‘The ART of Risk Management’
UNIT I  INTRODUCTION - The Internationalization process – Foreign direct investment – the sequential process – market imperfections - transaction cost theory – Internationalization and firm specific advantages – location specific advantages.


REFERENCES
5. Adrian Buckley, “ Multinational Finance”, Prentice Hall.
DBA 1754  FINANCIAL DERIVATIVES

UNIT I  INTRODUCTION - Financial derivatives – an introduction; Futures market and contracting; Forward market – pricing and trading mechanism; Futures pricing – theories and characteristics.

UNIT II  REGULATIONS - Financial derivatives market in India; Regulation of financial derivatives in India.

UNIT III  STRATEGIES - Hedging strategy using futures; Stock index futures; Short-term interest rate futures; Long-term interest rate futures; Foreign currency futures; Foreign currency forwards.

UNIT IV  OPTIONS - Options basics; Option pricing models; trading with options; Hedging with options; currency options; Financial Swaps and Options; Swap markets.

UNIT V  ACCOUNTING - Accounting treatment of derivative transactions; Management of derivatives exposure; Advanced financial derivatives; Credit derivatives.

REFERENCES

UNIT I - INVESTMENT DECISIONS

Project Investment Management Vs project Management  Introduction to profitable projects – Evaluation of Investment Opportunities – Investment decisions under conditions of uncertainty – Risk analysis in investment decision -Types of investments and disinvestments.

UNIT II- CRITICAL ANALYSIS OF APRAISAL TECHNIQUES

Significance of Information and data bank in project selections – investment decisions under capital constraints – capital rationing Vs portfolio – Portfolio Risk and diversified projects.

UNIT III - STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS

Lease financing – Leasing Vs Operating Risk – borrowing Vs Procuring – Hire purchase and Investment decisions –Mergers and acquisitions in Capital budgeting – Cash Vs Equity for financial mergers.

UNIT IV - FINANCING DECISIONS

International Capital Structure – Capital structure theory.

UNIT V - FINANCIAL DISTRESS

Consequences, Issues, bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

REFERENCES

2. Varshney & Bhattacharyya International Marketing.
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 I  INTRODUCTION- Definition –Trade and investment flow –Economic theories –
Forms of international business –Trade policy –Export promotion –Export
Procedures and documents –FOREX management –Exchange rate
determination – Exchange risk –Managing exchange rate.

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 III  GLOBAL STRATEGIC MANAGEMENT Structural design of MNEs –
Approaches to control – The role of information systems-Performance
measurement – Mechanics of measurement –Various performance indicators –
Evaluation and evaluation systems.

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

   Asia, New Delhi, 2000.
   Hill, New Delhi, 2003
5. Anand k sundaram and I.Stewart Black,’ The international Business Environment’,
7. Don Ball and Wendell McCulloch,’International Business’, Irwin McGraw hill,
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 AND ANALYSIS OF DEMAND - Introduction to health economics – Basic concepts- Definition of healthcare –Products and services- Demand- age profile of population and long term care-supply of healthcare- Market equilibrium-elasticity of demand and supply- Consumer behaviour – Demand curve and utility maximization.

UNIT II  ANALYSIS OF PRODUCTION - Production function- Short run and long run production functions – Availability of resources and technology - Healthcare profilers – Public and private institutions – Privatization of healthcare.


UNIT IV  HEALTHCARE MARKET - Concept of market – Domestic and international market for healthcare- Market structure and classification – Perfect competition – Monopoly – Monopolistic competition-Externalities and spill over effect.


REFERENCES

1. Sherman Folland et el., The economics of Health and Health Care, New Delhi, Prentice Hall Inc.,
UNIT I  INTRODUCTION  - Functional areas in hospital services management – Difference types of hospital services – Human capital in hospitals- Specific characteristics of hospital services- Principles of hospital planning and execution- Government – Private – Corporate and public hospital systems in India.

UNIT II  MANAGING FRONT OFFICE  - Front office – Administration of outpatient and inpatient – Emergency services in hospital – Communication system – Admission and discharge procedures.

UNIT III  RECORDS MANAGEMENT  - Significance of record keeping- Types of medical records – Management – Medical statistics – Materials records – Creation and management of patient records and personnel records – Discharge records – Legal and other operational records- Automated hospital services management solution.


REFERENCES

UNIT I  INTRODUCTION - Introduction to Healthcare Information - Fundamentals, system concepts, characteristics – Types of healthcare information–Planning, implementing and controlling healthcare information systems

UNIT II  DATA SYSTEM IN HOSPITAL - Data Sources- Various functional systems like payroll and financial systems, Human resources systems, inventory systems-The Electronic Medical record.

UNIT III  DATABASE MANAGEMENT - Significance of health data-TYPES OF HEALTHCARE DATA- Database approach –Data models - Relational data model, Hierarchical Data Model, network data model, distributed processing – Data mining and design process


REFERENCES

1. Bipin C Desai. Introduction to Database design.
3. Kappor, V.K.Introduction to Electronic Data Processing and MIS.


REFERENCES
UNIT I  **INTRODUCTION**  - Concept of Business Finance; Role, functions and objectives of finance managers in health care sector; Profit maximization Vs Wealth Maximization, Financial planning for hospitals.

UNIT II  **FINANCIAL ANALYSIS**  - Financial statements for hospitals - Financial Statement Analysis; Techniques of Financial Statement Analysis; Comparative and Common size Statements; Ratio analysis, funds flow analysis, cash flow analysis.

UNIT III  **INVESTMENT DECISION**  - Factors influencing investment decisions in hospitals - Capital budgeting – estimation of cash flows for hospital projects, project selection criteria: payback period, ARR, NPV, IRR, Profitability Index methods – Introduction to quantification of risk in capital budgeting, role of obsolescence in capital budgeting.


UNIT V  **WORKING CAPITAL MANAGEMENT IN HOSPITALS**  - Cash management, Inventory and receivables management, sources of working capital, risk return trade-off, bank financing for working capital and guidelines for borrowing.

REFERENCES


UNIT III  PERFORMANCE APPRAISAL- Performance Appraisal- Purpose, Appraisal Methodology, Compensation programs, Employee retention management in hospitals.

UNIT IV  WORK CULTURE - Managing stress, Conflict in hospital environment – influences on work culture and work ethics – Quality work life – Quality Circle.


REFERENCES
2. Goyal, R.C. Hospital Administration And Human Resource Management, Prentice Hall of India, 2005
DBA 1765  MEDICAL TOURISM

UNIT I  INTRODUCTION - Medical tourism – significance- Medical tourism as an industry- Medical tourism destinations – Types and flow of medical tourists- Factors influencing choice of medical tourism destinations.

UNIT II  MACRO PERSPECTIVE - Effects of medical tourism in nation’s economy – development of supporting services for medical tourism – role of government – Private sector – voluntary agencies in promotion of medical tourism.

UNIT III  MARKETING STRATEGY - Strategy formulation to attract and retain national and global medical tourists – Positioning of Indian medical services –Traditional and non traditional – Pricing of Medical Services.

UNIT IV  COMMUNICATION - Integrated communication for medical tourists – Online and offline communications – Relationship management with medical tourists.

UNIT V  EMERGING TRENDS - Understanding Medical tourist satisfaction – Protecting stakeholder’s interests in medical - tourism – Emerging trends.

REFERENCES


2. Raj Pruthi, Medical Tourism in India, Arise publishers & Distributors, 2006
