CURRICULUM AND SYLLABI

MBA - General Management
MBA - Technology Management
MBA - Marketing Management
MBA - Human Resource Management
MBA - Financial Services Management
MBA - Health Services Management
MBA - Operations Management
MBA - Hospitality and Tourism Management
# MBA (GENERAL MANAGEMENT)

## Curriculum 2013

### SEMESTER - I

<table>
<thead>
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<td>DBA 7007</td>
<td>Supply Chain Management</td>
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GENERAL MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS Credits: 3

Course Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome: Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

UNIT III ORGANISING - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


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

REFERENCE BOOKS:
Course Objective: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods.

Course Outcome: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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.


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:


REFERENCE BOOKS:

Course Objective: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems.


TEXT BOOKS:

DBA 7104 ORGANISATIONAL BEHAVIOR Credits: 3

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

Course Outcome: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.

UNIT I FOCUS AND PURPOSE - Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.


TEXT BOOKS:


REFERENCE BOOKS:

COMMUNICATION SKILLS
Credits: 3

Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis - Johari Window - Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement-posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features - fluency development strategies


TEXT BOOKS:


REFERENCE BOOKS:

DBA 7106  ACCOUNTING FOR MANAGEMENT  Credits: 4

Course Objective: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II  COMPANY ACCOUNTS - Meaning of Company -Maintenance of Books of Account- Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

UNIT III  ANALYSIS OF FINANCIAL STATEMENTS - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V  MANAGEMENT ACCOUNTING - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

Course Outcome: Helps students to avoid/resolve legal problems in a variety of business situations.

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 Cheque and drafts, discharge of negotiable instruments.

AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of 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 III INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


TEXT BOOKS:


REFERENCE BOOKS:

2. Dr. Vinod, K. Singania, Direct Taxes Planning and Management, 2008.
DBA 7201  PRODUCTION & OPERATIONS MANAGEMENT  Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


UNIT II  FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:
DBA 7202   MARKETING MANAGEMENT   Credits: 4

Course Objective: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT IV   BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V   MARKETING RESEARCH & TRENDS IN MARKETING

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Course Outcome: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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 cost and overall cost of capital


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, venture capital financing, Private Equity.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.


UNIT V NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Quality, Contributions of Quality gurus, Six sigma, BPR, Tools used for Quality Management and Quality systems.

Course Outcome: Enhanced Quality Products with higher customer Satisfaction. Better use of different tools used to enhance Quality.


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


TEXT BOOKS:


REFERENCE BOOKS:

4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
Course Objective: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


TEXT BOOKS:

SEMESTER - III

DBA 7301  APPLIED OPERATIONS RESEARCH  Credits: 4

Course Objective:  Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

Course Outcome:  Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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.


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-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making


UNIT V  CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study
TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I  INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV  POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V  EMERGING TRENDS ON ERP - Extended ERP systems and ERP add–ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: This course introduces students to the basic concepts of marketing communication which includes advertising and sales promotion and how business organisations and other institutions carry out such activities.

Course outcome: Insight into the importance of marketing communications planning and objective setting in relation to consumer decision making processes.

UNIT I  INTRODUCTION TO ADVERTISEMENT - Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns.

UNIT II  ADVERTISEMENT MEDIA - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.


UNIT IV  INTRODUCTION TO SALES PROMOTION - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V  SALES PROMOTION CAMPAIGN - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Outsourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

Course outcome: The student will understand the influences on customer choice and the process of human decision making in a marketing context.


UNIT II CONSUMER BEHAVIOR MODELS - Industrial and individual consumer behaviour models - Howared- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES - Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES - Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS - High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To know the role and function of training and development in organization, learning theories, and principles and their implications for the effectiveness of training programs

Course Outcome: Develop the skills, abilities, and practical elements of employee development and performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.


UNIT II  TRAINING NEEDS ANALYSIS - Objectives of training needs analysis – Identification of training needs and the process, tools and techniques – organizational 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 – Kirkpatrick’s model

REFERENCE BOOKS:

3. How to write and prepare training materials, Stimson N, Kogan page, 2nd edition, 2002
SEMESTER - IV

DBA 7004   INDUSTRIAL RELATIONS AND LABOUR WELFARE   Credits: 3

Course Objective: To explore contemporary knowledge and gain a conceptual understanding of industrial relations and human resource management.

Course Outcome: Students will know how to manage workplace conflict and they understand how to resolve industrial relations and human resource problems.

UNIT I INDUSTRIAL RELATIONS - Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objectives: Enable students to acquire techniques of evaluating strategic investment decisions understand the causes of prediction modes of financial distress

Course Outcome: Possess good knowledge in techniques for making strategic investment decision and tackling financial distress


UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES - Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.


UNIT IV FINANCING DECISIONS - Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS - Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TEXT BOOKS:


REFERENCE BOOKS:

5. Website of IDBI Related to Project Finance.
Course objectives: Grasp how banks raise their sources and how they deploy it and manage the associated risks. Understand e-banking and the threats that go with it.

Course outcomes: Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.


UNIT II SOURCES AND APPLICATION OF BANK FUNDS - Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT - Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION - Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

Course Outcome: Ability to build and manage a competitive supply chain using Strategies, models, techniques and information technology.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objectives: Understand how material management should be considered for profitability and how to establish the best methods of inventory analysis and create performance measures.

Course outcome: Student gains knowledge on effective utilization of materials in manufacturing and service organization

UNIT I  INTRODUCTION - Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan


UNIT III  INVENTORY MANAGEMENT - Policy Decisions-objects-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV  PURCHASING MANAGEMENT - Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

UNIT V  WAREHOUSE MANAGEMENT - Stores management-stores systems and proceduresincoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

TEXT BOOKS:


REFERENCE BOOKS:

# MBA (FINANCIAL SERVICES MANAGEMENT)

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<td>DBA 7031</td>
<td>Security Analysis and Portfolio Management</td>
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<td>DBA 7032</td>
<td>Hire Purchasing, Leasing and Venture Capital</td>
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### SEMESTER - IV

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<td>DBA 7034</td>
<td>International Trade Finance</td>
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<td>DBA 7035</td>
<td>Financial Derivatives Management</td>
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<td>DBA 7005</td>
<td>Strategic Investment and Financing Decisions</td>
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<td>DBA 7036</td>
<td>Entrepreneurial Finance</td>
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<td>Project Work in the relevant specialization</td>
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FINANCIAL SERVICES MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS Credits: 3

Course Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome: Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

UNIT III ORGANISING - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


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

TEXT BOOKS:
REFERENCE BOOKS:

Course Objective: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods.

Course Outcome: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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.


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:


REFERENCE BOOKS:

Course Objective: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems.


TEXT BOOKS:

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

Course Outcome: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach - forms - functions and principles of communication - management and communication - communication patterns - barriers to communication - interpersonal perception – SWOT analysis - Johari Window - Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions - movement - posture – gestures - eye contact – voice - beliefs and customs - worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion - goals - motivation and hierarchy of needs - attending and conducting interviews - participating in discussions, debates - and conferences - presentation skills - paralinguistic features - fluency development strategies.


TEXT BOOKS:

REFERENCE BOOKS:
DBA 7106 ACCOUNTING FOR MANAGEMENT Credits: 4

Course Objective: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II COMPANY ACCOUNTS - Meaning of Company - Maintenance of Books of Account- Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V MANAGEMENT ACCOUNTING - Marginal costing including decision making-Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

Course Outcome: Helps students to avoid/resolve legal problems in a variety of business situations.

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 Cheque and drafts, discharge of negotiable instruments.

AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of 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 III INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


TEXT BOOKS:


REFERENCE BOOKS:

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
DBA 7201  PRODUCTION & OPERATIONS MANAGEMENT   Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


UNIT II  FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT II MARKETING STRATEGY - Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.


UNIT IV BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand the organization's HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Course Outcome: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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 cost and overall cost of capital


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, venture capital financing, Private Equity.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart


UNIT V NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Quality, Contributions of Quality gurus, Six sigma, BPR, Tools used for Quality Management and Quality systems.

Course Outcome: Enhanced Quality Products with higher customer Satisfaction. Better use of different tools used to enhance Quality.


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


TEXT BOOKS:


REFERENCE BOOKS:

4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
Course Objective: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


TEXT BOOKS:

Course Objective: Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

Course Outcome: Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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.


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-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory it in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making.


UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V EMERGING TRENDS ON ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course objectives: Grasp how banks raise their sources and how they deploy it and manage the associated risks. Understand e-banking and the threats that go with it.

Course outcomes: Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.


UNIT II SOURCES AND APPLICATION OF BANK FUNDS - Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT - Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION - Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.

Course Outcome: The objective of this course is to familiarize the participants with the stock markets of India, its terminology, types of securities, the determinants of the price behaviour of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities.


UNIT V PORTFOLIO MANAGEMENT - Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation – Mutual Funds.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the basic concepts of leasing and the dynamics of venture capital funds in Indian perspectives on fast emerging opportunities.

Course Outcome: Students are enabled to identify a great start up with high probability success and their valuation techniques.


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.

REFERENCE BOOKS:

SEMESTER - IV

DBA 7033  INSURANCE AND RISK MANAGEMENT  Credits: 3

Course Objective: This course introduces the concept of risk and techniques of identifying, measuring and managing it. In this context, insurance as a risk management tool is discussed with references to its role, functions and basic principles as applicable to different classes of insurance.

Course Outcome: The course aims to provide the students with a broad understanding of risk and insurance as a means to manage it. This forms the foundation to facilitate the students in their further studies on insurance.

UNIT I  INTRODUCTION TO RISK MANAGEMENT - Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk


TEXT BOOKS:


REFERENCE BOOKS:

Course Objectives: This course provides an overview of essential skills for managing financial transactions in an international trade. It covers practical applications of trade finance including: political and economic risks; foreign exchange tactics and risks; credit and payment risks; optimal terms of payment; arranging financing; and setting the business’s overall financial plan. Material is presented in the form of readings, e-lectures, practical applications, and self assessments.

Course Outcome: It will enable to assess political and economic risks and cultural issues of the target country to establish the financial costs and viability. Evaluating foreign currency exchange risk and selecting, implementing, and managing risk mitigation techniques to protect the company against fluctuation of foreign exchange.


TEXT BOOKS:


REFERENCE BOOKS:

3. Website of Indian Government on EXIM policy.
Course Objectives: To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

Course Outcome: This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.


UNIT IV SWAPS - Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.


TEXT BOOKS:


REFERENCE BOOKS:

5. Website of NSE, BSE.
Course Objectives: Enable students to acquire techniques of evaluating strategic investment decisions understand the causes of prediction modes of financial distress.

Course Outcome: Possess good knowledge in techniques for making strategic investment decision and tackling financial distress.


UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES - Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.


UNIT IV FINANCING DECISIONS - Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS - Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TEXT BOOKS:


REFERENCE BOOKS:

5. Website of IDBI Related to Project Finance
Course Objective: This course examines the corporate finance issues confronting entrepreneurial firms. The primary areas of study for the course are: financial forecasting, identification and evaluation of real options, assessment of financial needs, and valuation.

Course Outcome: This course is intended to be ‘hands on’ and provide a theoretical framework useful for addressing typical financial issues of entrepreneurial ventures.


UNIT IV FINANCING OF VENTURES - Different stages of financing – Seed, Expansion and Mezzanine – Sources of finance – Equity, Bootstrapping, Debentures, Angel funding, Venture capital and Lease financing, Bank loans – different types of fund-based and non fund-based facilities – Financial institutions funding, Financial assistance to women entrepreneurs, Financial incentives and facilities available to entrepreneurs.


TEXT BOOKS:


REFERENCE BOOKS:

### MBA (HUMAN RESOURCE MANAGEMENT)

#### Curriculum - 2013

**SEMESTER - I**

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<td>DBA 7102</td>
<td>Statistics for Management</td>
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<td>DBA 7103</td>
<td>Economic Analysis for Business</td>
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<td>DBA 7104</td>
<td>Organizational Behaviour</td>
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<td>DBA 7105</td>
<td>Communication Skills</td>
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<td>DBA 7106</td>
<td>Accounting for Management</td>
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<td>DBA 7107</td>
<td>Legal Aspects of Business</td>
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**SEMESTER - II**

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<td>DBA 7202</td>
<td>Marketing Management</td>
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<td>DBA 7203</td>
<td>Human Resource Management</td>
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<td>DBA 7204</td>
<td>Financial Management</td>
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<td>DBA 7205</td>
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<td>DBA 7206</td>
<td>Quality Management</td>
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<td>DBA 7207</td>
<td>Business Research Methods</td>
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**SEMESTER - III**

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<td>DBA 7302</td>
<td>International Business Management</td>
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<td>DBA 7303</td>
<td>Strategic Management</td>
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<td>DBA 7304</td>
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<td>DBA 7021</td>
<td>Managerial Behaviour and Effectiveness</td>
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<td>Strategic HRM &amp; Development</td>
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**SEMESTER – IV**

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<td>DBA 7004</td>
<td>Industrial Relations and Labour Welfare</td>
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<td>DBA 7024</td>
<td>Organizational Theory, Design and Development</td>
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<td>DBA 7411</td>
<td>Project Work in the relevant specialization</td>
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ANNA UNIVERSITY
MBA (DISTANCE MODE)
REGULATIONS 2013
SYLLABUS I, II, III AND IV SEMESTER

Common to:
MBA - General Management
MBA - Technology Management
MBA - Marketing Management
MBA - Human Resource Management
MBA - Financial Services Management
MBA - Health Services Management
MBA - Operations Management
MBA - Hospitality and Tourism Management

HUMAN RESOURCE MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS Credits: 3

Course Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome: Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

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

TEXT BOOKS:
REFERENCE BOOKS:

Course Objective: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods

Course Outcome: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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.


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:


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Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems


TEXT BOOKS:

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

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TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies


TEXT BOOKS:


REFERENCE BOOKS:

DBA 7106  ACCOUNTING FOR MANAGEMENT  Credits: 4

Course Objective: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II  COMPANY ACCOUNTS - Meaning of Company - Maintenance of Books of Account- Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

UNIT III  ANALYSIS OF FINANCIAL STATEMENTS - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V  MANAGEMENT ACCOUNTING - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

Course Outcome: Helps students to avoid/resolve legal problems in a variety of business situations.

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 Cheque and drafts, discharge of negotiable instruments.

AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of 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 III INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


TEXT BOOKS:


REFERENCE BOOKS:

2. Dr. Vinod, K. Singania, Direct Taxes Planning and Management, 2008.
DBA 7201 PRODUCTION & OPERATIONS MANAGEMENT Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT II  MARKETING STRATEGY - Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.


UNIT IV  BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V  MARKETING RESEARCH & TRENDS IN MARKETING

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Course Outcome: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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 cost and overall cost of capital


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, venture capital financing, Private Equity.

TEXT BOOKS:


REFERENCE BOOKS:

DBA 7205 INFORMATION MANAGEMENT Credits: 3

Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart


UNIT V NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Quality, Contributions of Quality gurus, Six sigma, BPR, Tools used for Quality Management and Quality systems.

Course Outcome: Enhanced Quality Products with higher customer Satisfaction. Better use of different tools used to enhance Quality.


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


TEXT BOOKS:


REFERENCE BOOKS:

4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
Course Objective: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


TEXT BOOKS:
DBA 7301  APPLIED OPERATIONS RESEARCH  Credits: 4

Course Objective: Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

Course Outcome: Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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.


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 - Queueing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making.


UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business – Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V EMERGING TRENDS ON ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organizational characteristics.

Course Outcome: Students will gain knowledge about appropriate style of managerial behavior.


UNIT III  THE CONCEPT OF MANAGERIAL EFFECTIVENESS - Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV  ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS - Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.


REFERENCE BOOKS:

Course Objective: To help students understand the factors of change in the political, social, environmental and the economic scenarios that has transformed the role of HR functions from being a support function to strategic function.

Course Outcome: Students will have a better understanding of the tools and techniques used by organizations to meet these challenges.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand the definition, developments and use of tangible and intangible measures of performance management, understand the performance management cycle and how to manage it.

Course Outcome: Students are enabled to set business based objectives including SMART targets and measures, the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.


REFERENCE BOOKS:

SEMESTER - IV

DBA 7003 TRAINING AND DEVELOPMENT Credits: 3

Course Objective: To know the role and function of training and development in organization, learning theories, and principles and their implications for the effectiveness of training programs

Course Outcome: Develop the skills, abilities, and practical elements of employee development and performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.


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

REFERENCE BOOKS:

Course Objective: To explore contemporary knowledge and gain a conceptual understanding of industrial relations and human resource management.

Course Outcome: Students will know how to manage work place conflict and they understand how to resolve industrial relations and human resource problems.

UNIT I  INDUSTRIAL RELATIONS - Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To learn why and how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

Course Outcome: Students will analyze organizations more accurately and deeply by applying organization theory to actual organizations in order to solve real-life problems.


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.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To study social interaction and social influence. To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.

Course Outcome: Students will gain knowledge on dynamics of intergroup relationships, conflict and cooperation and relationship between the individual and society.

UNIT I  INTRODUCTION TO SOCIAL PSYCHOLOGY - Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business.

UNIT II  PERCEIVING AND UNDERSTANDING OTHERS - Social perception – Nonverbal communication – Attribution – Impression formation and impression management.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

Course Outcome: Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.


UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING - Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.


REFERENCE BOOKS:

# MBA (HEALTH SERVICES MANAGEMENT)

## Curriculum - 2013

### SEMESTER - I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
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<tr>
<td>DBA 7101</td>
<td>Management Concepts</td>
<td>3</td>
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<tr>
<td>DBA 7102</td>
<td>Statistics for Management</td>
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<tr>
<td>DBA 7103</td>
<td>Economic Analysis for Business</td>
<td>4</td>
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<tr>
<td>DBA 7104</td>
<td>Organizational Behaviour</td>
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<td>DBA 7105</td>
<td>Communication Skills</td>
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<td>DBA 7106</td>
<td>Accounting for Management</td>
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<td>DBA 7107</td>
<td>Legal Aspects of Business</td>
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<td>DBA 7201</td>
<td>Production &amp; Operations Management</td>
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<td>DBA 7202</td>
<td>Marketing Management</td>
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<td>DBA 7203</td>
<td>Human Resource Management</td>
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<td>DBA 7208</td>
<td>Services Quality Management</td>
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<td>DBA 7207</td>
<td>Business Research Methods</td>
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<td>DBA 7302</td>
<td>International Business Management</td>
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<td>DBA 7303</td>
<td>Strategic Management</td>
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<td>DBA 7304</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>DBA 7041</td>
<td>Materials Management &amp; Logistics in health care</td>
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<tr>
<td>DBA 7042</td>
<td>Management of Health Care Services</td>
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<td>DBA 7043</td>
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### SEMESTER - IV

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<td>DBA 7045</td>
<td>International Health Management</td>
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<td>DBA 7046</td>
<td>Medical Equipment Management</td>
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<tr>
<td>DBA 7047</td>
<td>Medical Tourism</td>
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<tr>
<td>DBA 7048</td>
<td>Medical Waste Management</td>
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HEALTH SERVICES MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS Credits: 3

Course Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome: Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

UNIT III ORGANISING - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


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

TEXT BOOKS:
REFERENCE BOOKS:

DBA 7102  STATISTICS FOR MANAGEMENT  Credits: 4

Course Objective:  To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods

Course Outcome:  Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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.


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:


REFERENCE BOOKS:

Course Objective: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems.


TEXT BOOKS:

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

Course Outcome: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I  COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

UNIT II  NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III  ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II **COMPANY ACCOUNTS** - Meaning of Company -Maintenance of Books of Account- Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

UNIT III **ANALYSIS OF FINANCIAL STATEMENTS** - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V **MANAGEMENT ACCOUNTING** - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:


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**Course Objective:** To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

**Course Outcome:** Helps students to avoid/resolve legal problems in a variety of business situations.

**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 Cheque and drafts, discharge of negotiable instruments.

**AGENCY** - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

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**UNIT III INDUSTRIAL LAW** - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


**TEXT BOOKS:**


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2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
DBA 7201 PRODUCTION & OPERATIONS MANAGEMENT Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


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TEXT BOOKS:

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TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

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Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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TEXT BOOKS:


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Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


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UNIT V NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To learn the quality philosophies and tools in the services perspective.

Course Outcome: To apply quality philosophies and tools in health services.


UNIT III  APPLYING STATISTICAL PROCESS CONTROL TO SERVICES - Statistical process control (SPC) – application of SPC to services. Six sigma for services. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Business process Improvement (BPI) – principles, applications, process, benefits and limitations.

UNIT IV  TOOLS AND TECHNIQUES FOR SERVICE QUALITY - Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Applying the seven old and new tools for service quality. Bench marking in services, FMEA.


TEXT BOOKS:


REFERENCES BOOKS:

1. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
2. Valarie A Zeithmal and Parasuraman, Service Quality, Marketing Science Institute, Massachusetts.
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TEXT BOOKS:

Course Objective: Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

Course Outcome: Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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TEXT BOOKS:

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Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory it in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making.


UNIT V  CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

DBA 7303 STRATEGIC MANAGEMENT Credits: 3

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TEXT BOOKS:

REFERENCE BOOKS:

Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V EMERGING TRENDS ON ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand Hospital Inventory Management, Logistics Management, Purchasing Activities, Warehousing and Supply Chain Management Concepts.

Course Outcome: Clear view of how Inventory is maintained, Auditing on Marketing and Logistics, Electronic Data Interchange.

UNIT I  INTRODUCTION TO MATERIALS MANAGEMENT  -Introduction to principles of material management, Hospital Inventory management: Definition of inventory- Need, objectives, scope & importance, impact on profitability of the organization, types of hospital inventories, categories of materials in hospitals, classification of un-expendable items, hospital maintenance items, spare parts stocking policies for capital items.


UNIT V  INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (SCM) - Concept of SCM, components, hospital supply chain management, global competitive scenario. Hospital Stores Organization, Objective, function, relevance and importance of store keeping, functions and responsibilities of stores, duties and responsibilities of store keeper, elements of good stores organization, stores organization in hospitals: centralized and decentralized stores.

REFERENCE BOOKS:

Course Objective: To understand services in hospitals, Managing Front office operations in hospitals, Record Keeping, Waste disposal management, Pharmacy and ICU maintenance.

Course Outcome: Clear view on Hospital Systems in India, Emergency Communication System in Hospitals, Maintenance of Patient Records, Laboratory Accreditation Procedure.

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.


REFERENCE BOOKS:

Course Objective: To understand about Health Insurance Products, Designing, Types, Insurance Act, IRDA, Marketing and Servicing, Insurance Models.


UNIT II  CLASSIFICATION OF HEALTH INSURANCE - Concepts of insurance, life and nonlife, Public & private health insurance, Individual medi claim policy, domiciliary hospitalization, proposal questionnaire, Bhavishya Arogya policy, Jan Arogya Bima Policy, Cancer Insurance, Group Mediclaim Policy.

UNIT III  REGULATION AND OPERATIONS IN HEALTH INSURANCE - The Insurance Act1938, IRDA- 1999, Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.

UNIT IV  MARKETING AND SERVICING OF HEALTH INSURANCE - Different elements of insurance marketing, uniqueness of insurance markets, distribution, Channels for selling insurance, agents, insurance broker, consultants, Banking outlets, Role of IRDA in supervising promotional activities.


REFERENCE BOOKS:

3. U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press, Hyderabad, 2005.
4. Insurance Products, Taxman Publications
5. Insurance Management - Dave
7. IRDA Guidelines on Health Insurance - Govt. of India
Course Objective: To Understand Laws relating to Health services, Nurse licensure, Legal reports, Risk Management, AIDS.

Course Outcome: An understanding of Ethical issues in Health care, Labour rights, Privileges of medical staffs, Licensing Healthcare Professionals.


REFERENCE BOOKS:

Course Objective: To know and understand the international health Scenario and healthcare delivery process and also to develop perspectives for health product and services to go global.

Course Outcome: WIPO role in new patient regime, Regulations in Health Policy formulations, Access to low income segments and Rural Healthcare.


UNIT II THE REFORMS OF HEALTHCARE SYSTEM - Evolutionary reform (Italy, Portugal, Greece, Australia, etc) in Healthcare- Structural reforms in Healthcare (New Zealand, Sweden, Switzerland and United States etc.) International convergence in Health care system – Health sector reforms, lessons from different countries.

UNIT III SYSTEMS OF HEALTH CARE DELIVERY - Basic components of health services – Transition from traditional insurance to managed care – Trends and Directions – Significance for health care practitioners and policy makers – Complying with regulations – Health care systems in other countries


UNIT V HEALTH POLICY - Health policy – Definition – Different forms of Health policies - Regulatory tools – government as a subsidiary to the private sector – Reforms in the healthcare sector – Decentralized role of the States – Access to healthcare – providers – in rural areas, low income segments – Cost of Care - Quality of care.

REFERENCE BOOKS:

Course Objective: Subject is intended to cover the Operations and Maintenance aspects with reference to minimum Utilization of resources in a hospital.

Course Outcome: Imbibes knowledge on advanced technology in diagnostics and Therapeutics, Quality control applications in Hospital.

UNIT I INTRODUCTION TO MEDICAL EQUIPMENT - List of common medical equipments, Justification of purchase proposal, hospital need assessment, Equipment selection guideline, estimation of cost and planning, purchase, installation, commissioning, Replacement and buy back policy, International and indigenous standards

UNIT II OPERATIONS STRATEGY - Operations strategy a competitive tool, elements, technology selection and process: development, developing operations strategy. Operations of clinical services, supportive services, and administrative services general introduction to the various specialties, super specialties and other subspecialties

UNIT III VALUE MANAGEMENT - Value engineering, value analysis, quality control, applications in hospital.

UNIT IV TECHNOLOGY MANAGEMENT IN HOSPITALS - Evolution of technology in hospitals, advanced technology in diagnostics and therapeutics, telemedicine concepts and applications, artificial intelligence and robotics in Healthcare.

UNIT V MAINTENANCE MANAGEMENT - Objectives, types of maintenance systems, equipment maintenance, quality and reliability, equipment history and documents, maintenance planning, maintenance information system, maintenance and monitoring of biomedical equipments, predictive maintenance, equipment availability, spares management, replacement policy, depreciation and loss of value, economic life, costing, cost of standby, maintenance in hospital. Bio-Medical Technology, application in hospital environment, calibration tests, maintenance features, hazards.

REFERENCE BOOKS:

2. Medical Technology, application in hospital environment, calibration tests, maintenance of hazards Srinivasan A.V. (ed), Managing a modern hospital, Chapters 12, Response Books, New Delhi,
Course Objective: To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists.

Course Outcome: Effects of medical tourism in nation’s economy, Pricing of Medical Services, Emerging trends on Medical Tourism.

UNIT I INTRODUCTION  - Medical tourism – significance- Medical tourism as 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 nontraditional – 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.

REFERENCE BOOKS:

Course Objective: To understand about Health Care Waste, Legal guidelines on Waste Disposals, Coding different Wastes, Treatment and Disposal, Management issues, Maintenance of records and reports.

Course Outcome: Ensuring waste being recycled/disposed safely by proper guidelines.


TEXT BOOKS:


REFERENCE BOOKS:

# MBA (HOSPITALITY AND TOURISM MANAGEMENT)

## Curriculum - 2013

### SEMESTER - I

<table>
<thead>
<tr>
<th>Code No</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>DBA 7101</td>
<td>Management Concepts</td>
<td>3</td>
</tr>
<tr>
<td>DBA 7102</td>
<td>Statistics for Management</td>
<td>4</td>
</tr>
<tr>
<td>DBA 7103</td>
<td>Economic Analysis for Business</td>
<td>4</td>
</tr>
<tr>
<td>DBA 7104</td>
<td>Organizational Behaviour</td>
<td>3</td>
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<tr>
<td>DBA 7105</td>
<td>Communication Skills</td>
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<td>DBA 7106</td>
<td>Accounting for Management</td>
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<tr>
<td>DBA 7107</td>
<td>Legal Aspects of Business</td>
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**Total 24**

### SEMESTER - II

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<td>DBA 7201</td>
<td>Production &amp; Operations Management</td>
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<tr>
<td>DBA 7202</td>
<td>Marketing Management</td>
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<tr>
<td>DBA 7203</td>
<td>Human Resource Management</td>
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<td>DBA 7204</td>
<td>Financial Management</td>
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<td>DBA 7206</td>
<td>Services Quality Management</td>
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<tr>
<td>DBA 7207</td>
<td>Business Research Methods</td>
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**Total 25**

### SEMESTER - III

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<td>DBA 7301</td>
<td>Applied Operations Research</td>
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<tr>
<td>DBA 7302</td>
<td>International Business Management</td>
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<tr>
<td>DBA 7303</td>
<td>Strategic Management</td>
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<td>DBA 7304</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>DBA 7051</td>
<td>Culture and Ethos</td>
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<tr>
<td>DBA 7052</td>
<td>Room Division Management</td>
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<tr>
<td>DBA 7053</td>
<td>Tourism and Travel Management</td>
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**Total 22**

### SEMESTER – IV

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<td>Food and Beverage Management</td>
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<tr>
<td>DBA 7055</td>
<td>Event Management</td>
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<td>DBA 7056</td>
<td>Facility and Security Management</td>
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<td>DBA 7057</td>
<td>Food Safety and Quality</td>
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<td>DBA 7058</td>
<td>Destination Management</td>
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<tr>
<td>DBA 7411</td>
<td>Project Work in the relevant specialization</td>
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**Total 23**
ANNA UNIVERSITY
MBA (DISTANCE MODE)
REGULATIONS 2013
SYLLABUS I, II, III AND IV SEMESTER

Common to:
MBA - General Management
MBA - Technology Management
MBA - Marketing Management
MBA - Human Resource Management
MBA - Financial Services Management
MBA - Health Services Management
MBA - Operations Management
MBA - Hospitality and Tourism Management

HOSPITALITY AND TOURISM MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS Credits: 3

Course Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome: Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

UNIT III ORGANISING - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


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

TEXT BOOKS:
REFERENCE BOOKS:

Course Objective: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods

Course Outcome: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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.


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:


REFERENCE BOOKS:

Course Objective: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems


TEXT BOOKS:

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

Course Outcome: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.

UNIT I  
**FOCUS AND PURPOSE** - Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

UNIT II  

UNIT III  
**GROUP BEHAVIOUR** - Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

UNIT IV  

UNIT V  

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transaction Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies


TEXT BOOKS:


REFERENCE BOOKS:

DBA 7106 ACCOUNTING FOR MANAGEMENT Credits: 4

Course Objective: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II COMPANY ACCOUNTS - Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V MANAGEMENT ACCOUNTING - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

Course Outcome: Helps students to avoid/resolve legal problems in a variety of business situations.

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 Cheque and drafts, discharge of negotiable instruments.

AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of 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 III INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


TEXT BOOKS:


REFERENCE BOOKS:

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
DBA 7201 PRODUCTION & OPERATIONS MANAGEMENT Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT II MARKETING STRATEGY - Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.


UNIT IV BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Course Outcome: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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 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 cost and overall cost of capital


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, venture capital financing, Private Equity.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III  DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.


UNIT V  NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To learn the quality philosophies and tools in the services perspective.

Course Outcome: To apply quality philosophies and tools in hospitality services.


UNIT III  APPLYING STATISTICAL PROCESS CONTROL TO SERVICES - Statistical process control (SPC) – application of SPC to services. Six sigma for services. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Business process Improvement (BPI) – principles, applications, process, benefits and limitations.

UNIT IV  TOOLS AND TECHNIQUES FOR SERVICE QUALITY - Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Applying the seven old and new tools for service quality. Benchmarking in services, FMEA.


TEXT BOOKS:


REFERENCE BOOKS:

1. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
2. Valarie A Zeithmal and Parasuraman, Service Quality, Marketing Science Institute, Massachusetts.
Course Objective: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


TEXT BOOKS:

Course Objective: Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

Course Outcome: Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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.


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-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory it in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making.


UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TEXT BOOKS:

REFERENCE BOOKS:

Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V EMERGING TRENDS ON ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To provide the background of Indian culture and to give the students an understanding of managing cultural diversity in the workplace. The course enables students to understand issues related to cross-cultural management and teaches how to recognize, analyze and implement ethical decisions.

Course Outcome: The students should be able to i) describe Indian culture and its transition, ii) explain how different national cultures can influence the individuals and groups in social and business settings iii) contrast positive effects of cultural diversity in the workplace with the negative effects, and identify important considerations in managing diversity iv) Identify the problems in making ethical decisions and summarize code of ethics.

UNIT I INTRODUCTION TO INDIAN CULTURE - Salient features of Indian cultures – socio, ethnic historical and religious perspectives of Indian culture; Cultural transition.

UNIT II CULTURAL DIMENSIONS AND REFLECTIONS - Key elements of Indian cultural dimensions – Dimensions of national cultures -Distinctiveness of Indian culture in personal life, social life and work life - Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations – Place of worships – Belief, attitude and perception – Museum – Special interest – Tourism-

UNIT III CULTURAL MIX - Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life – Impact on tourist-

UNIT IV CROSS CULTURAL MANAGEMENT - Frameworks of cross cultural management- Cultural shock and acculturation- Cross- cultural training- Managing multicultural teams- Cultural negotiations- Global leadership and motivational issues- Cultural differences in ethics and decision making


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To study the flow of activities and functions in today’s lodging operation. To establish the importance of front office and housekeeping and its role in the hospitality industry.

Course Outcome: The student understands the best practice in front office and housekeeping operations methodology by the practical application of theoretical knowledge, to a range of front office and housekeeping tasks and situations in a commercial environment.

UNIT I INTRODUCTION - Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Inter-department coordination.


UNIT IV HOUSEKEEPING OPERATION - Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities – Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To prepare the learners with knowledge and skills essential to know what is tourism, its types and the Nation's contribution to the industry.

Course Outcome: The learners will have an idea about the different concepts, trends and strategies used in tourism and travel industry.

UNIT I
INTRODUCTION - Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, recreation and leisure, their inter-relationships – Tourism organization / Institutions – Role and functions of International agencies in the Hospitality industry.

UNIT II
TRAVEL MANAGEMENT - Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

UNIT III
TOUR PLANNING - Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies

UNIT IV
TOURISM MANAGEMENT - Tourism infrastructure - Tourism organizations-Travel motivators-Leisure or holiday Tourism-Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism-Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism-Tourism Products and types.

UNIT V

TEXT BOOKS:


REFERENCE BOOKS:

DBA 7054  FOOD AND BEVERAGE MANAGEMENT      Credits: 3

SEMESTER - IV

Course Objective: To study the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality.

Course Outcome: The students will understand the fundamental principles of food preparation, cooking techniques, material handling, heat transfer and professionalism.

UNIT I  KITCHEN MANAGEMENT - Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments.

UNIT II  MENU - Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing.


UNIT IV  FOOD AND BEVERAGE PRODUCTION - Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services.

UNIT V  CATERING MANAGEMENT - Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

TEXT BOOKS:


REFERENCE BOOKS:

Course objectives: To understand the process of planning, organizing and conducting variety of events successfully.

Course outcomes: Acquisition of skills in organizing all types of events individually or in groups.

UNIT I EVENT CONTEXT - History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behavior,

UNIT II EVENT MARKETING - Event planning, pricing and promotion; volunteer team building; sourcing and managing staff Special events-types, traditional, cultural, Riviera, galas, mega-events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, outdoor events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up,

UNIT III EVENT PLANNING & ADMINISTRATION - Sponsorships, screening, budget and controls, fund-raising, negotiation contracts; role of government, negotiation and contracts; Promotional Items, give-aways, Event planning, space management, use of web technology, Develop In-Office and On-Site Ethics and Business Etiquette Policies.

UNIT IV EVENT LOGISTICS - Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist

UNIT V LOCATION & EVENT DESIGN - Venue Essentials, Creative events concepts, tabletops, other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches

TEXT BOOKS:


REFERENCES BOOKS:

Course Objective: To prepare students for responsible, educated, effective and efficient management of the physical plant demands: especially in the areas of energy, water and waste as related to impact on the environment and facilities management.

Course Outcome: The students should be able to i) explain goals and objectives of facilities and maintenance management and describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design.

UNIT I INTRODUCTION TO FACILITY MANAGEMENT - Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management’s responsibilities towards facility management- Responsibilities of facility manager and facility department.

UNIT II MAINTENANCE MANAGEMENT SYSTEM - Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.


UNIT IV ENVIRONMENT AND SUSTAINABILITY MANAGEMENT - Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff, customers, communities and partnerships

UNIT V SAFETY AND SECURITY SYSTEMS - Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, anti-social and extra ordinary events.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To study the importance of personal cleanliness; sanitary practices in food preparation; causes, investigation, control of illness caused by food contamination (Hazard Analysis Critical Control Points); and work place safety standards

Course Outcome: Ability to assess the quality of food and to provide safe and quality food

UNIT I FOOD SAFETY - Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical adulterants, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods.

UNIT II FOOD MICROBIOLOGY - General characteristics of micro-organisms - common food borne microorganisms- Bacteria, Fungi, Viruses, Parasites; - micro-organisms that bring about useful changes in food, fermentation, vinegar, anti-biotic; - Food poisoning - Food infections - Food borne diseases - preventive measures.

UNIT III FOOD QUALITY - Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International – Codex Alimentarius, ISO, Regulatory agencies; - HACCP.

UNIT IV HYGIENE AND SANITATION - General principles of food hygiene - general hygiene practices for commodities, equipment, work area and personnel; - Hygiene storage – Food spoilage – Food contamination due to pests, cross contamination; - cleaning and disinfection - safety aspects of processing water, waste water & waste disposal.

UNIT V RECENT TRENDS - Emerging pathogens - Genetically modified foods - Food labelling - Newer trends in food packaging and technology - BSE (Bovine Serum Encephalopathy)

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To prepare the learners with knowledge and skills essential to study and plan according to the different destination to suit their need

Course Outcome: The learners shall be competent for analyzing how the destinations are segmented and handle a destination on their own.

UNIT I INTRODUCTION - Meaning-Factors influencing DM- Destination stakeholders - Segmentation of destinations - Destinations and products-Destination Selection Process - Destination Management Systems – The Values of Tourism


UNIT IV RECREATION MANAGEMENT - Recreation: an overview-Recreation Theories - Recreation and leisure services-Recreational Resources - the Demand and Supply for Recreation and Tourism - Recreational demand - Recreational and Tourist Motivation - Barriers to Recreation-Environmental perspectives


TEXT BOOKS:


REFERENCE BOOKS:

# MBA (MARKETING MANAGEMENT)

**Curriculum - 2013**

## SEMESTER - I

<table>
<thead>
<tr>
<th>Code No</th>
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<tr>
<td>DBA 7101</td>
<td>Management Concepts</td>
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<td>DBA 7102</td>
<td>Statistics for Management</td>
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<tr>
<td>DBA 7103</td>
<td>Economic Analysis for Business</td>
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<tr>
<td>DBA 7104</td>
<td>Organizational Behaviour</td>
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<td>Integrated Marketing Communications</td>
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<td>DBA 7002</td>
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MARKETING MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS Credits: 3

Course Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome: Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

UNIT III ORGANISING - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


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

TEXT BOOKS:
REFERENCE BOOKS :

Course Objective: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods.

Course Outcome: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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 samples test for means of small samples (t-test), F-test for two sample standard deviations.


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:


REFERENCE BOOKS:

Course Objective: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems.


TEXT BOOKS:

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

Course Outcome: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement-posture – gestures - eye contact -voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies


TEXT BOOKS:


REFERENCE BOOKS:

DBA 7106  ACCOUNTING FOR MANAGEMENT  Credits: 4

Course Objective:  Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome:  Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II  COMPANY ACCOUNTS - Meaning of Company -Maintenance of Books of Account- Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

UNIT III  ANALYSIS OF FINANCIAL STATEMENTS - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V  MANAGEMENT ACCOUNTING - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

Course Outcome: Helps students to avoid/resolve legal problems in a variety of business situations.

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 Cheque and drafts, discharge of negotiable instruments.

AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of 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 III INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


TEXT BOOKS:


REFERENCE BOOKS:

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
DBA 7201 PRODUCTION & OPERATIONS MANAGEMENT Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT IV BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Course Outcome: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III  TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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 cost and overall cost of capital


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, venture capital financing, Private Equity.

TEXT BOOKS:


REFERENCE BOOKS:

DBA 7205  INFORMATION MANAGEMENT  Credits: 3

Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III  DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.


UNIT V  NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Quality, Contributions of Quality gurus, Six sigma, BPR, Tools used for Quality Management and Quality systems.

Course Outcome: Enhanced Quality Products with higher customer Satisfaction. Better use of different tools used to enhance Quality.


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


TEXT BOOKS:


REFERENCE BOOKS:

4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
Course Objective: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


TEXT BOOKS:

DBA 7301  APPLIED OPERATIONS RESEARCH  Credits: 4

Course Objective:  Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of 'n' jobs through 'm' machines.

Course Outcome:  Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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.


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-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making.


UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TEXT BOOKS:

REFERENCE BOOKS:

Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I  INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV  POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V  EMERGING TRENDS ON ERP - Extended ERP systems and ERP add–ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the methods of understanding the market needs and the tools to quantitatively analyse such needs.

Course Outcome: To successfully identify the methods for product launch after a market analysis.


UNIT II MARKETING RESEARCH PROCESS - Characteristics of a good Marketing Research Plan, Steps in Marketing Research, Types of Research design – exploratory, descriptive, causal – their importance and limitations, Special techniques of Marketing Research – Panel Research, Retail/Shop research, Image Research, Omnibus surveys, Trade Research.

UNIT III DATA COLLECTION - Primary and Secondary data – meaning and types – Nominal, Ordinal, Interval, Ratio, Specific scales for measuring attitudes – Rating scales, Semantic, Thurston – Likert’s, Guttman, Q-sort, Stapel scale, Methods of collecting Primary data – observation, personal interview, telephone and mail survey – Designing of questionnaire, distinction between questionnaire and interview schedule, Methods of sampling, Basic consideration in deciding upon sample size, Sampling errors.

UNIT IV MULTIVARIATE ANALYSIS - Preliminary steps – editing, coding, tabulation – Multivariate analysis – Discriminant, Canonical, Factor and Cluster analysis, Multi dimensional scaling, Multiple Regression - Structural Equation Modeling – Presentation of research findings – factors to be considered while drafting a Marketing Research report – contents of Marketing Research report.

UNIT V APPLICATIONS OF MARKETING RESEARCH - Product research, Packaging, Pricing, Customer satisfaction, Sales and distribution, Advertising, Media and Brand researches, Ethical issues in Marketing Research, Future of Marketing Research, Case studies in the above areas.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the methods of managing brands and strategies for brand management.

Course Outcome: To successfully establish and sustain brands and lead to extensions.


UNIT III BRAND COMMUNICATIONS - Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV BRAND EXTENSION - Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand the concepts of effective retailing

Course outcome: To manage the retail chains and understand the retail customer’s behavior.


UNIT II  RETAIL FORMATS - Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC’s role in organized retail formats.


UNIT V  RETAIL SHOPPER BEHAVIOUR - Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TEXT BOOKS:


REFERENCE BOOKS:

6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent Solution.
Course Objective: To understand the meaning of services and the significance of marketing the services.

Course outcome: Will be able to apply the concepts of services marketing in promoting services.


UNIT II SERVICE MARKETING OPPORTUNITIES - Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.


UNIT IV SERVICE DELIVERY AND PROMOTION - Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: This course introduces students to the basic concepts of marketing communication which includes advertising and sales promotion and how business organisations and other institutions carry out such activities.

Course outcome: Insight into the importance of marketing communications planning and objective setting in relation to consumer decision making processes.

UNIT I  INTRODUCTION TO ADVERTISEMENT  - Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns.

UNIT II  ADVERTISEMENT MEDIA  - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.


UNIT IV  INTRODUCTION TO SALES PROMOTION  - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V  SALES PROMOTION CAMPAIGN  - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

Course outcome: The student will understand the influences on customer choice and the process of human decision making in a marketing context.


UNIT II CONSUMER BEHAVIOR MODELS - Industrial and individual consumer behaviour models - Howared- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES - Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES - Socio-Cultural, Cross Culture - Family group – Reference group – Communication-Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS - High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

TEXT BOOKS :


REFERENCE BOOKS:

DBA 7065  CUSTOMER RELATIONSHIP MANAGEMENT  Credits: 3

Course Objective: To understand the need and importance of maintaining a good customer relationship.

Course Outcome: To use strategic customer acquisition and retention techniques in CRM.


UNIT II  UNDERSTANDING CUSTOMERS - Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.


UNIT V  TRENDS IN CRM - e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the role of financial perspectives in marketing.
Course Outcome: To apply analytics concepts in marketing.


UNIT III COMMUNICATION AND PRICING ANALYTICS - Communication analytics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT IV CHANNEL ANALYTICS - Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.


REFERENCE BOOKS:

# ANNA UNIVERSITY, CHENNAI – 25  
## CENTRE FOR DISTANCE EDUCATION

## MBA (OPERATIONS MANAGEMENT)  
### Curriculum - 2013

### SEMESTER - I

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OPERATIONS MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS  Credits: 3

Course Objective:  The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome:  Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II  PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

UNIT III  ORGANISING - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


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

REFERENCE BOOKS:
Course Objective: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods

Course Outcome: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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.


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:


REFERENCE BOOKS:

Course Objective: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems.


TEXT BOOKS:

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

Course Outcome: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies


TEXT BOOKS:


REFERENCE BOOKS:

DBA 7106 ACCOUNTING FOR MANAGEMENT Credits: 4

Course Objective: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II COMPANY ACCOUNTS - Meaning of Company - Maintenance of Books of Account - Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V MANAGEMENT ACCOUNTING - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

Course Outcome: Helps students to avoid/resolve legal problems in a variety of business situations.

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 Cheque and drafts, discharge of negotiable instruments.

AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of 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 III INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


TEXT BOOKS:


REFERENCE BOOKS:

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
SEMESTER - II

DBA 7201 PRODUCTION & OPERATIONS MANAGEMENT Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT IV BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Course Outcome: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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 cost and overall cost of capital


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, venture capital financing, Private Equity.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III  DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart


UNIT V  NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:

**Course Objective:** To understand about Quality, Contributions of Quality gurus, Six sigma, BPR, Tools used for Quality Management and Quality systems.

**Course Outcome:** Enhanced Quality Products with higher customer Satisfaction. Better use of different tools used to enhance Quality.


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


**TEXT BOOKS:**


**REFERENCE BOOKS:**

4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
Course Objective: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


UNIT I  

UNIT II  

UNIT III  

UNIT IV  

UNIT V  

TEXT BOOKS:

Course Objective: Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

Course Outcome: Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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.


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-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making.


UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TEXT BOOKS:

REFERENCE BOOKS:

Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I  INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV  POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V  EMERGING TRENDS ON ERP - Extended ERP systems and ERP add–ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

Course Outcome: Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To learn the need and importance of logistics in product flow.
Course Outcome: To enable an efficient method of moving products with optimization of time and cost.

UNIT I  INTRODUCTION - Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

UNIT II  DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS - Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: Understand the application of structured methods to develop a product
Course Outcome: Student gains knowledge on how a product is designed based on the needs of a customer


TEXT BOOKS:


REFERENCE BOOKS:

SEMESTER - IV

DBA 7073 PROJECT MANAGEMENT Credits: 3

Course Objective: To learn the concepts of managing projects.
Course Outcome: To apply project management principles in business situations to optimize resource utilization and time optimization.


TEXT BOOKS:


REFERENCE BOOKS:

DBA 7074  ROBUST DESIGN  Credits: 3

Course Objective:  To learn about effective methods of experimental research design
Course Outcome:  Ability to effectively plan the framework for experimentation

UNIT I  INTRODUCTION - Introduction to robust design - Robust Design and Experiments - Planning of experiments - Overview of quality by design - Quality loss function - ANOVA rationale - Single Factor Experiments.

UNIT II  FACTORIAL EXPERIMENTS - Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - $2^K$ and $3^K$ factorial designs - Fractional factorial design.

UNIT III  SPECIAL EXPERIMENTAL DESIGNS - Randomized blocks - Latin square design - Blocking and confounding - Response Surface Method - Nested designs.

UNIT IV  ORTHOGONAL EXPERIMENTS - Comparison of classical and Taguchi’s approach - Selection and application of orthogonal arrays for design - Conduct of experiments - Collection and analysis of simple experiments - Modifying orthogonal arrays - Multi-response data analysis.

UNIT V  MAKING THE DESIGN ROBUST - Variability due to noise factors - Classification of quality characteristics and parameters - Objective functions - Parameter design - Optimization using S/N ratios - Attribute data analysis.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the model of a business process and to structure an enterprise
Course Outcome: The student will be able to apply the BPM concepts as a precursor to business process restructuring.

UNIT I INTRODUCTION - Definition, need and importance of business process management
- Scope and evolution – core elements of business process management – Business process lifecycle – Business process classification – evolution of process architecture – work flow management


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand how material management should be considered for profitability
Course Outcome: Student gains knowledge on effective utilization of materials in manufacturing and service organisation

UNIT I INTRODUCTION - Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan


UNIT III INVENTORY MANAGEMENT - Policy Decisions–objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT - Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

UNIT V WAREHOUSE MANAGEMENT - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand maintenance strategies, Failure time Distributions, Overhaul and Repair, Recent techniques on maintenance.

Course Outcome: Maintainability Prediction, Designing Maintenance Polices, Reengineering Maintenance process.

UNIT I MAINTENANCE CONCEPTS - Objectives and functions of Maintenance – Maintenance Strategies – Organisation for Maintenance – Five Zero Concept


UNIT III MAINTENANCE PLANNING AND REPLACEMENT DECISION - Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Spare parts management. Optimal interval between preventive replacement of equipment subject to break down, group replacement.


UNIT V RECENT TECHNIQUES - Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process.

TEXT BOOKS:


REFERENCE BOOKS:

### MBA (TECHNOLOGY MANAGEMENT)

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<td>DBA 7015</td>
<td>Managing Technological Innovation</td>
<td>3</td>
</tr>
<tr>
<td>DBA 7016</td>
<td>E-Business Management</td>
<td>3</td>
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<tr>
<td>DBA 7017</td>
<td>Software Project &amp; Quality Management</td>
<td>3</td>
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<tr>
<td>DBA 7018</td>
<td>Data Mining &amp; Business Intelligence</td>
<td>3</td>
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<tr>
<td>DBA 7411</td>
<td>Project Work in the relevant specialization</td>
<td>8</td>
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<td><strong>Total</strong> 23</td>
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ANNA UNIVERSITY  
MBA (DISTANCE MODE)  
REGULATIONS 2013  
SYLLABUS I, II, III AND IV SEMESTER

Common to: 
MBA - General Management  
MBA - Technology Management  
MBA - Marketing Management  
MBA - Human Resource Management  
MBA - Financial Services Management  
MBA - Health Services Management  
MBA - Operations Management  
MBA - Hospitality and Tourism Management

TECHNOLOGY MANAGEMENT

SEMESTER - I

DBA 7101 MANAGEMENT CONCEPTS Credits: 3

Course Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

Course Outcome: Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

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 II PLANNING - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

UNIT III ORGANISING - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


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

REFERENCE BOOKS:
DBA 7102  STATISTICS FOR MANAGEMENT  Credits: 4

Course Objective: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods.

Course Outcome: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

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.


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:


REFERENCE BOOKS:

Course Objective: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

Course Outcome: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems.


TEXT BOOKS:

Course Objective: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

Course Outcome: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.

UNIT I FOCUS AND PURPOSE - Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

Course Outcome: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transaction Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement-posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills-paralinguistic features-fluency development strategies


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

Course Outcome: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.

UNIT I  

UNIT II  

UNIT III  
**ANALYSIS OF FINANCIAL STATEMENTS** - Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT IV  

UNIT V  
**MANAGEMENT ACCOUNTING** - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

**TEXT BOOKS:**


**REFERENCE BOOKS:**

Course Objective: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

Course Outcome: Helps students to avoid/resolve legal problems in a variety of business situations.

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 Cheque and drafts, discharge of negotiable instruments.

AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of 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 III INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.


TEXT BOOKS:


REFERENCE BOOKS:

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
DBA 7201 PRODUCTION & OPERATIONS MANAGEMENT Credits: 4

Course Objective: To understand the production function, Design of Product, Planning functions, Material Planning and Layout and Scheduling.


UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT IV BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Course Outcome: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

Course Outcome: Better Portfolio Management, dividend decisions, Inventory management and long term financing decisions.

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 cost and overall cost of capital


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, venture capital financing, Private Equity.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart


UNIT V NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand about Quality, Contributions of Quality gurus, Six sigma, BPR, Tools used for Quality Management and Quality systems.

Course Outcome: Enhanced Quality Products with higher customer Satisfaction. Better use of different tools used to enhance Quality.


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


TEXT BOOKS:


REFERENCE BOOKS:

4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
Course Objective: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


TEXT BOOKS:

SEMESTER - III

DBA 7301  APPLIED OPERATIONS RESEARCH  Credits: 4

Course Objective: Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

Course Outcome: Enable students to make decisions under conditions of certainty and uncertainty. Improves the ability to formulate effective models for real world OR problems.

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.


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-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.

Course Outcome: Enable students to apply theory it in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making.


UNIT V  CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

Course Objective: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.


UNIT IV STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TEXT BOOKS:
REFERENCE BOOKS:

Course Objective: To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

Course Outcome: Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

UNIT I INTRODUCTION - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems


UNIT IV POST IMPLEMENTATION Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

UNIT V EMERGING TRENDS ON ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand the technology growth, changes, forecasting techniques, Assessment and competitiveness.

Course Outcome: To adopt recent technological changes, Assess alternatives and Compete in Industry.

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

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


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

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.

REFERENCE BOOKS:

Course Objective: To understand Technology Commercialization, Negotiation, Transfer Mechanisms, Licensing.


UNIT IV TECHNOLOGY LICENSING AND PARTNERING - In-house development - Partnerships with intermediaries - Sponsored development - Joint development - Collaborative development - International networks of technology brokers. Technology Licensing - Rights of license holders- Financial terms – documentation - cross licenses - Collaboration and public policy


REFERENCE BOOKS:

Course Objective: To understand how to design and lead R& D processes and manage R & D Organization.

Course Outcome: To ensure an effective, efficient and sustainable R & D

UNIT I

UNIT II
INNOVATIVE ENVIRONMENT - Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques

UNIT III
R & D QUALITY MANAGEMENT - Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.

UNIT IV
PEOPLE AND R&D - Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.

UNIT V

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.

Course Outcome: Importance of IPR, International Protection of IPR, Filing of Patents, Trademark Registration, Infringement of Patents and Remedies.


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

REFERENCE BOOKS:

DBA 7015 MANAGING TECHNOLOGICAL INNOVATION Credits: 3

Course Objective: To understand Innovation types, Technology Change, Innovation Strategy, Management and Entrepreneurship.

Course Outcome: Creativity Techniques, Entrepreneurs opportunities, Formulating innovation strategy.

UNIT I INTRODUCTION - Innovation types, Process - Economic scale of innovation – Innovation system – Innovation research & development - Creativity techniques.

UNIT II TECHNOLOGY CHANGE - Technology change – Organizational issues – Entrepreneurs opportunities and Technology changes – Technology change and productivity.

UNIT III INNOVATION STRATEGY - Importance - innovation strategy in practice –types – formulating strategy - building innovative capabilities - returns from innovation strategy - innovation strategy in SMEs.


UNIT V INNOVATION ORGANISATION - Entrepreneurship - Technology based, knowledge spillover in large and small firms – financing - contribution of public entities.

REFERENCE BOOKS:

Course Objective: To understand the practices and technology to start an online business

Course Outcome: To know how to build and manage an e-business


UNIT II TECHNOLOGY INFRASTRUCTURE - Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS - Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals


UNIT V LEGAL AND PRIVACY ISSUES - Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TEXT BOOKS:


REFERENCE BOOKS:

Course Objective: To understand project management cycle in software development. To study various project estimation and quality models in software development.

Course Outcome: Knowledge of software development process and quality models. Knowledge of software project estimation and quality assurance.


UNIT II SOFTWARE METRICS - Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.


TEXT BOOKS:

REFERENCE BOOKS:
Course Objective: To know how to derive meaning from huge volume of data and information. To understand how knowledge discovering process is used in business decision making

Course Outcome: Big Data Management. Appreciate the techniques of knowledge discovery for business applications

UNIT I INTRODUCTION - Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

UNIT II DATA WAREHOUSING - Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES - Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES - Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

UNIT V BI AND DATA MINING APPLICATIONS - Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TEXT BOOKS:


REFERENCE BOOKS:

7. Elizabeth Vitt, Michael Luckевич Stacia Misner, Business Intelligence, Microsoft, 2011.