

**ANNA UNIVERSITY
CENTRE FOR DISTANCE EDUCATION**

**MBA (GENERAL MANAGEMENT)
REGULATIONS - 2018 CURRICULUM
SEMESTER - I**

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5206	Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5001	Integrated Marketing Communications	2	100
DBA 5002	Consumer Behaviour	2	100
DBA 5003	Training and Development	2	100
TOTAL		18	700

SEMESTER - IV

Code No.	Course Title	Credits*	Marks
DBA 5004	Industrial Relations and Labour Welfare	2	100
DBA 5005	Strategic Investment and Financing Decisions	2	100
DBA 5006	Indian Banking Financial System	2	100
DBA 5007	Supply Chain Management	2	100
DBA 5008	Materials Management	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

MBA (TECHNOLOGY MANAGEMENT)
REGULATIONS - 2018 CURRICULUM
SEMESTER - I

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5206	Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5011	Technology Forecasting and Assessment	2	100
DBA 5012	Technology Commercialization & Transfer	2	100
DBA 5013	Research & Development Management	2	100
TOTAL		18	700

SEMESTER - IV

Code No	Course Title	Credits*	Marks
DBA 5014	Intellectual Property Rights	2	100
DBA 5015	Managing Technological Innovation	2	100
DBA 5016	E-Business Management	2	100
DBA 5017	Software Project & Quality Management	2	100
DBA 5018	Data Mining & Business Intelligence	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

MBA (MARKETING MANAGEMENT)
REGULATIONS - 2018 CURRICULUM
SEMESTER - I

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5206	Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5061	Marketing Research	2	100
DBA 5062	Brand Management	2	100
DBA 5063	Retail Management	2	100
TOTAL		18	700

SEMESTER - IV

Code No	Course Title	Credits*	Marks
DBA 5064	Services Marketing	2	100
DBA 5001	Integrated Marketing Communications	2	100
DBA 5002	Consumer Behaviour	2	100
DBA 5065	Customer Relationship Management	2	100
DBA 5066	Marketing Analytics	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

MBA (HUMAN RESOURCE MANAGEMENT)**REGULATIONS - 2018 CURRICULUM****SEMESTER - I**

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5206	Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5021	Managerial Behaviour and Effectiveness	2	100
DBA 5022	Strategic HRM & Development	2	100
DBA 5023	Performance Management	2	100
TOTAL		18	700

SEMESTER - IV

Code No	Course Title	Credits*	Marks
DBA 5003	Training and Development	2	100
DBA 5004	Industrial Relations and Labour Welfare	2	100
DBA 5024	Organizational Theory, Design and Development	2	100
DBA 5025	Social Psychology	2	100
DBA 5026	Stress Management	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

MBA (FINANCIAL SERVICES MANAGEMENT)
REGULATIONS - 2018 CURRICULUM
SEMESTER - I

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5206	Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5006	Indian Banking Financial System	2	100
DBA 5031	Security Analysis and Portfolio Management	2	100
DBA 5032	Hire Purchasing, Leasing and Venture Capital	2	100
TOTAL		18	700

SEMESTER - IV

Code No	Course Title	Credits*	Marks
DBA 5033	Insurance & Risk Management	2	100
DBA 5034	International Trade Finance	2	100
DBA 5035	Financial Derivatives Management	2	100
DBA 5005	Strategic Investment and Financing Decisions	2	100
DBA 5036	Entrepreneurial Finance	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

**MBA (HEALTH SERVICES MANAGEMENT)
REGULATIONS - 2018 CURRICULUM**

SEMESTER - I

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5208	Services Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5041	Materials Management & Logistics in health care	2	100
DBA 5042	Management of Health Care Services	2	100
DBA 5043	Health Insurance	2	100
TOTAL		18	700

SEMESTER - IV

Code No	Course Title	Credits*	Marks
DBA 5044	Legal Aspects of Health Care	2	100
DBA 5045	International Health Management	2	100
DBA 5046	Medical Equipment Management	2	100
DBA 5047	Medical Tourism	2	100
DBA 5048	Medical Waste Management	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

MBA (HOSPITALITY AND TOURISM MANAGEMENT)
REGULATIONS - 2018 CURRICULUM
SEMESTER - I

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5208	Services Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5051	Culture and Ethos	2	100
DBA 5052	Room Division Management	2	100
DBA 5053	Tourism and Travel Management	2	100
TOTAL		18	700

SEMESTER - IV

Code No	Course Title	Credits*	Marks
DBA 5054	Food and Beverage Management	2	100
DBA 5055	Event Management	2	100
DBA 5056	Facility and Security Management	2	100
DBA 5057	Food Safety and Quality	2	100
DBA 5058	Destination Management	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

MBA (OPERATIONS MANAGEMENT)

REGULATIONS - 2018 CURRICULUM

SEMESTER - I

Code No.	Course Title	Credits*	Marks
DBA 5101	Management Concepts	2	100
DBA 5102	Statistics for Management	4	100
DBA 5103	Economic Analysis for Business	2	100
DBA 5104	Organizational Behaviour	2	100
DBA 5105	Communication Skills	2	100
DBA 5106	Accounting for Management	4	100
DBA 5107	Legal Aspects of Business	2	100
TOTAL		18	700

SEMESTER - II

Code No.	Course Title	Credits*	Marks
DBA 5201	Production & Operations Management	2	100
DBA 5202	Marketing Management	4	100
DBA 5203	Human Resource Management	2	100
DBA 5204	Financial Management	2	100
DBA 5205	Information Management	2	100
DBA 5206	Quality Management	2	100
DBA 5207	Business Research Methods	4	100
TOTAL		18	700

SEMESTER - III

Code No.	Course Title	Credits*	Marks
DBA 5301	Applied Operations Research	4	100
DBA 5302	International Business Management	2	100
DBA 5303	Strategic Management	4	100
DBA 5304	Enterprise Resource Planning	2	100
DBA 5007	Supply Chain Management	2	100
DBA 5071	Logistics Management	2	100
DBA 5072	Product Design & Development	2	100
TOTAL		18	700

SEMESTER - IV

Code No	Course Title	Credits*	Marks
DBA 5073	Project Management	2	100
DBA 5074	Robust Design	2	100
DBA 5075	Business Process Management	2	100
DBA 5008	Materials Management	2	100
DBA 5076	Maintenance Management	2	100
DBA 5411	Project Work in the relevant specialization	8	200
TOTAL		18	700
Total No. of Credits and Marks		72	2800

*Each credit is equivalent to 30 hours of student study comprising of all learning activities.

**REGULATIONS 2018
ANNA UNIVERSITY
MBA (DISTANCE MODE)
REGULATIONS 2018
SYLLABUS I, II, III AND IV SEMESTER**

I and II Semesters are Common to:

**MBA - General Management
MBA - Technology Management
MBA - Marketing Management
MBA - Human Resource Management
MBA - Financial Services Management
MBA - Operations Management
MBA - Health Services Management
MBA - Hospitality and Tourism Management**

SEMESTER – I

DBA 5101

MANAGEMENT CONCEPTS

C	M
2	100

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 IV STAFFING - Process of Recruitment, Selection, Induction Training – Motivation – Leading – Leadership styles and qualities – Communication – process and barriers.

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

TEXT BOOKS:

1. Stephen P. Robbins and David A. Decenzo, "Fundamentals of Management", Pearson Education, 8th Edition, 2012.
2. J.S.Chandan, "Management Concepts and Strategies", Vikas Publishing House, 2010.

REFERENCE BOOKS :

1. Tim Hannagan, "Management Concepts and Practices", Macmillan India Ltd., 5th Edition, 2009.

- Hellriegel, Jackson and Slocum, "Management: A Competency-Based Approach", South Western, 11th edition, 2007.
- Stewart Black and Lyman W. Porter, "Management – Meeting New Challenges", Prentice Hall, 2000.
- Koontz, "Essentials of Management", Tata McGraw-Hill, 7th Edition, 2006.
- Bateman Snell, "Management: Competing in the new era", McGraw-Hill Irwin, 5th Edition, 2002.

DBA 5102

STATISTICS FOR MANAGEMENT

C	M
4	100

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 IV **NON-PARAMETRIC METHODS** - Sign test for paired data. Rank sum test: Mann – Whitney U test and Kruskal Wallis test. One sample run test, Rank correlation. Chi-square tests for independence of attributes and goodness of fit.

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

TEXT BOOKS:

- Levin R.I. and Rubin D.S., "Statistics for management", 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
- Aczel A.D. and Sounderbandian J., "Complete Business Statistics", 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2009.
- Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for business and economics", 8th edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2010.

REFERENCE BOOKS:

- Levine D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics: A First Course", Pearson Education Asia, 2nd edition, New Delhi, 5th Edition, 2009.
- Hooda R.P., "Statistics for Business and Economics", 2nd edition, Macmillan India Ltd., 2010.
- Morse L.B., "Statistics for Business and Economics", HarperCollins college Publishers, New York, 1994.

DBA 5103

ECONOMIC ANALYSIS FOR BUSINESS

C	M
2	100

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

UNIT I INTRODUCTION - The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR - Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET - Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS - Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY - Short-run and Long-run supply curve – Unemployment and its impact – Okun’s law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market-Demand and supply of money – money-market equilibrium and national income – the role of monetary policy

TEXT BOOKS:

1. Paul A. Samuelson and William D. Nordhaus, “Economics”, 19th edition, Tata McGraw Hill, 2006.
2. William Boyes and Michael Melvin, “Textbook of economics”, Biztantra, 2007.
3. N. Gregory Mankiw, “Principles of Economics”, 6th edition, Thomson learning, New Delhi, 2011.
4. Richard Lipsey and Alee Charystal, “Economics”, 12th edition, Oxford University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, “Principles of Economics”, Pearson Education Asia, New Delhi, 10th edition, 2011.

DBA 5104

ORGANIZATIONAL BEHAVIOUR

C	M
2	100

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 – Framework – Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR - Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification - Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management Motivation – importance – Types – Effects on work behavior.

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 LEADERSHIP AND POWER - Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR - Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives – Organizational effectiveness.

TEXT BOOKS:

1. Stephen P. Robins, "Organisational Behavior", PHI Learning / Pearson Education, 15th edition, 2012.
2. Fred Luthans, "Organisational Behavior", McGraw Hill, 12th Edition, 2005.

REFERENCE BOOKS:

1. Schermerhorn, Hunt and Osborn, "Organisational Behavior", John Wiley, 12th Edition, 2011.
2. Udai Pareek, "Understanding Organisational Behaviour", 2nd Edition, Oxford Higher Education, 2008.
3. Mc Shane & Von Glinov, "Organisational Behaviour", 6th Edition, Tata Mc Graw Hill, 2012.
4. Hellrigan, Slocum and Woodman, "Organisational Behavior", Cengage Learning, 2010.
5. Ivancevich, Konopaske & Maheson, "Organisational Behaviour & Management", 14th edition, Tata McGraw Hill, 2011.

C	M
2	100

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- para-linguistic features -fl uency development strategies.

UNIT IV **BUSINESS CORRESPONDENCE** - Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint-claims and adjust-ments- notice and tenders- circulars- letters of application and résumé.

UNIT V **BUSINESS PROPOSALS AND REPORTS** - Project proposals- characteristics and structure- Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing-visual aids- abstract - executive summary- rec-ommendation writing- defi nition of terms.

TEXT BOOKS:

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar's, "Basic Business Communication", Tata McGraw-Hill, 11th edition, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, "Technical Writing: Process and Product", Pearson Education, New Delhi, 8th Edition, 2013.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, "Effective Business Communication", 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, "Business Communication Today", Pearson Education, New Delhi, 11th edition, 2012.

REFERENCE BOOKS:

1. McGrath, E. H., S. J, "Basic Managerial Skills for All", Prentice-Hall of India, New Delhi, 8th ed. 2011.
2. Raman, Meenakhshi, and Prakash Singh, "Business Communication", O U P, New Delhi, 2nd Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, "Integrated Business Communication in a Global Market Place", 3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., "Business Communication: Process and Product", Thomson and Southwestern, 7th edition, 2010.

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 FINANCIAL ACCOUNTING - Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts- Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

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 IV COST ACCOUNTING - Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing. Costing and the value chain- Target costing.

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

TEXT BOOKS:

1. M.Y.Khan & P.K.Jain, "Management Accounting", Tata McGraw Hill, 5th edition, 2009.
2. R.Narayanaswamy, "Financial Accounting – A managerial perspective", PHI Learning, New Delhi, 4th edition, 2011.

REFERENCE BOOKS:

1. Jan Williams, "Financial and Managerial Accounting – The basis for business Decisions", Tata McGraw Hill Publishers, 15th edition, 2011.
2. Horngren, Sundem, Stratton, Burgstahler, Schatzberg, "Introduction to Management Accounting", PHI Learning, 16th edition, 2013.
3. Stice & Stice, "Financial Accounting Reporting and Analysis", Cengage Learning, 11th edition 2010.
4. Singhvi Bodhanwala, "Management Accounting -Text and cases", PHI Learning, 2008.
5. Ashish K. Battacharya, "Introduction to Financial Statement Analysis", Elsevier, 2007.

DBA 5107

LEGAL ASPECTS OF BUSINESS

C	M
2	100

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 THE INDIAN CONTRACT ACT 1872** - Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts. **THE SALE OF GOODS ACT 1930** - Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller. **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.
- UNIT IV** **INCOME TAX ACT AND SALES TAX ACT** - Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.
- UNIT V** **CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS** - Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums, Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

TEXT BOOKS:

1. N. D. Kapoor, “Elements of mercantile Law”, Sultan Chand and Company, India, 2008.
2. P. K. Goel, “Business Law for Managers”, Bizentra Publishers, India, 2008.

REFERENCE BOOKS:

1. P. P. S. Gogna, “Mercantile Law”, S. Chand & Co. Ltd., India, 11th Edition, 2010.
2. Dr. Vinod, K. Singhania, “Direct Taxes Planning and Management”, 2008.
3. Akhileshwar Pathack, “Legal Aspects of Business”, 4th Edition, Tata McGraw Hill, 2007.
4. Richard Stim, “Intellectual Property- Copy Rights”, Trade Marks, and Patents, Cengage Learning, 2012.
5. V. S. Datey, “Taxman Publication”, 21st Edition, 2009.

SEMESTER - II

DBA 5201	PRODUCTION & OPERATIONS MANAGEMENT	C	M
		2	100

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

COURSE OUTCOME: Effective Forecasting of Production functions, Enhanced Planning of Product Design and Service Operations. Facility Planning and Project

Management.

- UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT** - Production Systems – Nature, Importance and organizational function. Characteristics of Modern Production and Operations function. Organisation of Production function. Recent Trends in Production and Operations Management. Role of Operations in Strategic Management. Production and Operations strategy – Elements and Competitive Priorities. Nature of International Operations Management.
- 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
- UNIT III DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS** - Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Service Operations – Types, Strategies, Scheduling (Multiple resources and cyclical scheduling). Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.
- UNIT IV MATERIALS MANAGEMENT** - Materials Management – Objectives, Planning, Budgeting and Control. Overview of Materials Management Information Systems (MMIS). Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.
- UNIT V PROJECT AND FACILITY PLANNING** - Project Management – Scheduling Techniques, PERT, CPM, Crashing CPM networks – Simple Problems. Facility Location – Theories, Steps in Selection, Location Models – Simple Problems. Facility Layout – Principles, Types, Planning tools and techniques.

TEXT BOOKS:

1. Aswathappa K and Shridhara Bhat K, "Production and Operations Management", Himalaya Publishing House, 6th Edition, 2010.
2. Pannerselvam R, "Production and Operations Management", Prentice Hall India, 3rd Edition, 2013.
3. Norman Gaither and Gregory Frazier, "Operations Management", South Western Cengage Learning, 2006.

REFERENCE BOOKS:

1. Kanishka Bedi, "Production and Operations Management", Oxford University Press, 2007.
2. Russel and Taylor, "Operations Management", Wiley, 7th Edition, 2010.
3. Chary S. N, "Production and Operations Management", Tata McGraw Hill, 5th Edition, 2008.
4. Chase Jacobs, Aquilano & Agarwal., "Operations Management", Tata McGraw Hill, 11th edition, 2006.
5. Mahadevan B, "Operations Management Theory and practice", Pearson Education, 2nd edition, 2010.

COURSE OBJECTIVE: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.

COURSE OUTCOME: Better formulation of Marketing Strategies, Marketing Mix Decisions, Customer Relationships and Enhanced Advertising of Products.

UNIT I INTRODUCTION - Marketing – Definitions - Conceptual framework – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

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 III MARKETING MIX DECISIONS - Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

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 Marketing Information System – Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

TEXT BOOKS:

1. Philip Kotler and Kevin Lane, “Marketing Management”, PHI 13th Edition, 2008
2. Paul Baisan et al, “Marketing”, Oxford University Press, 13th edition, 2008.

REFERENCE BOOKS:

1. Micheal R. Czinkota & Masaaki Kotabe, “Marketing Management”, Vikas Thomson Learning, 2nd edition, 2001.
2. Douglas, J. Darymple, “Marketing Management”, John Wiley & Sons, 7th edition, 2008.
3. NAG, “Marketing successfully- A Professional Perspective”, Macmillan 2008.
4. Boyd Walker, “Marketing Management”, McGraw Hill, 5th edition, 2006.
5. Dalvymple, “Marketing Management”, Wiley India Pvt Ltd, 2008.
6. Keith Flether, “Marketing Management and Information Technology”, Prentice Hall, 1998.

DBA 5203

HUMAN RESOURCE MANAGEMENT

C	M
2	100

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 I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT - Evolution of human resource management – The importance of the human factor – Objectives of human resource management – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE - Importance of Human Resource Planning – Forecasting human resource requirement – Internal and External sources. Selection process screening – Tests - Validation – Interview - Medical examination – Recruitment introduction – Importance – Practices – Socialization benefits.

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

UNIT IV SUSTAINING EMPLOYEE INTEREST - Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS - Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TEXT BOOKS:

1. Decenzo and Robbins, "Human Resource Management", Wiley, 11th Edition, 2013.
2. Dessler, "Human Resource Management", Pearson Education Limited, 13th edition, 2007

REFERENCE BOOKS:

1. Mamoria C.B. and Mamoria S., "Personnel Management", Himalaya Publishing Company, 5th edition, 2011
2. Bernadin, "Human Resource Management", Tata Mcgraw Hill, 6th edition 2012.
3. Eugene Mckenna and Nic Beach, "Human Resource Management", Pearson Education Limited, 2nd edition, 2008.
4. Wayne Cascio, "Managing Human Resource", McGraw Hill, 8th edition, 2009.
5. Ivancevich, "Human Resource Management", McGraw Hill, 7th edition, 2010.

DBA 5204

FINANCIAL MANAGEMENT

C	M
2	100

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 III FINANCING AND DIVIDEND DECISION** - Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure. Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.
- UNIT IV WORKING CAPITAL MANAGEMENT** - Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance: Trade credit, Bank finance and Commercial paper.
- UNIT V LONG TERM SOURCES OF FINANCE** - Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TEXT BOOKS:

1. M.Y. Khan and P.K.Jain, "Financial Management", Text, Problems and cases Tata McGraw Hill, 5th edition, 2008.
2. I. M. Pandey, "Financial Management", Vikas Publishing House Pvt. Ltd., 10th edition, 2007.

REFERENCE BOOKS:

1. Aswat Damodaran, "Corporate Finance Theory and practice", John Wiley & Sons, 3rd edition, 2013.
2. James C. Vanhorne, "Fundamentals of Financial Management", PHI Learning, 12th Edition, 2008.
3. Brigham, Ehrhardt, "Financial Management Theory and Practice", 13th edition, Cengage Learning 2010.
4. Prasanna Chandra, "Financial Management", 8th edition, Tata McGraw Hill, 2011.
5. Srivatsava, Mishra, "Financial Management", Oxford University Press, 2nd edition, 2008.

DBA 5205

INFORMATION MANAGEMENT

C	M
2	100

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

COURSE OUTCOME: Better usage of DSS, KMS, Data Warehousing, Intranets, Testing, E-Business, E – Governance.

- UNIT I** **INTRODUCTION** - Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.
- UNIT II** **SYSTEMS ANALYSIS AND DESIGN** - Systems development methodologies, Systems Analysis and Design Tools – System flow chart, Decision table, DFD, ER, Object oriented Analysis and Design, UML diagram.
- UNIT III** **DATABASE MANAGEMENT SYSTEMS** - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart
- UNIT IV** **SECURITY, CONTROL AND REPORTING** - Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.
- 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:

1. Robert Schultheis and Mary Summer, “Management Information Systems – The Managers View”, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, “Management Information Systems – Managing the digital firm”, PHI Learning / Pearson Education, PHI, Asia, 2002.

REFERENCE BOOKS:

1. Gordon Davis, “Management Information System: Conceptual Foundations, Structure and Development”, Tata McGraw Hill, 7th edition, 2006.
2. Haag, Cummings and Mc Cubbrey, “Management Information Systems for the Information Age”, McGraw Hill, 2012.
3. Turban, McLean and Wetherbe, “Information Technology for Management – Transforming Organisations in the Digital Economy”, John Wiley, 6th edition, 2009.
4. Raymond McLeod and Jr. George P. Schell, “Management Information Systems”, Pearson Education, 2007.
5. James O Brien, “Management Information Systems – Managing Information Technology in the E-business enterprise”, Tata McGraw Hill, 2010.
6. Corey Schou and Dan Shoemaker, “Information Assurance for the Enterprise – A Roadmap to Information Security”, Tata McGraw Hill, 2007.
7. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, “Information Technology Control and Audit”, Auerbach Publications, 4th edition, 2012.

DBA 5206

QUALITY MANAGEMENT

C	M
2	100

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 I **INTRODUCTION TO QUALITY MANAGEMENT** - Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements.

Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

- UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT** - Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.
- UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY** - Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process reengineering (BPR) – principles, applications, reengineering process, benefits and limitations.
- UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT** - Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Benchmarking and POKA YOKE.
- UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION** - Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward.

TEXT BOOKS:

1. Dale H.Besterfeld et al, “Total Quality Management”, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, “Total Quality Management – Text and Cases”, Himalaya Publishing House, First Edition 2010.

REFERENCE BOOKS:

1. Douglas C. Montgomery, “Introduction to Statistical Quality Control”, Wiley Student Edition, 7th Edition, Wiley India Pvt Limited, 2012.
2. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, Sixth Edition, Thomson, 2010.
3. Poornima M.Charantimath, “Total Quality Management”, Pearson Education, 2nd edition, 2012.
4. “Indian standard – quality management systems – Guidelines for performance Improvement” Fifth Revision, Bureau of Indian standards, New Delhi.

DBA 5207

BUSINESS RESEARCH METHODS

C	M
4	100

COURSE OBJECTIVE: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.

COURSE OUTCOME: Better Research Process, Data Preparation, Analysis and Report writing.

UNIT I INTRODUCTION - Business Research – Definition and Significance – the research

process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT - Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION - Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS - Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH - Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

TEXT BOOKS:

1. Donald R. Cooper and Pamela S. Schindler, “Business Research methods”, 12th Edition, Tata Mc Graw Hill, 2010.
2. Alan Bryman and Emma Bell, “Business Research methods”, Oxford University Press, New Delhi, 3rd edition, 2011.
3. Uma Sekaran, “Research methods for Business”, Wiley India, New Delhi, 2010.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, “Management Research Methodology”, Pearson Education, New Delhi, 2009.

**HEALTH SERVICES MANAGEMENT /
HOSPITALITY AND TOURISM MANAGEMENT**

SEMESTER – II

DBA 5208

SERVICES QUALITY MANAGEMENT

C	M
2	100

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 I INTRODUCTION TO QUALITY MANAGEMENT - Quality – vision, mission and policy statements. Customer Focus - Part of Customer focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of service quality. Cost of services quality.

UNIT II CONCEPTS OF SERVICES QUALITY - Definitions of Service Quality and its Signifi -

cance -Measuring Service Quality -Service Quality Gap Model - Service Quality Standards - Strategies for Improving Service Quality - Monitoring Service Quality. Concepts of Quality circle, Japanese 5S principles applicable to 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.

UNIT V QUALITY SYSTEMS IMPLEMENTATION FOR SERVICES - ISO certification for services – quality management systems – guidelines for performance improvements. Quality Audits – Walkthrough audits. TQM culture –Leadership, quality council, employee involvement, motivation, empowerment, recognition and reward – TQM framework, benefits, awareness and obstacles.

TEXT BOOKS:

1. Dale H.Besterfeld, Carol Besterfeld – Michna, Glen H. Besterfeld, Mary Besterfeld – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

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.
3. M. Raghavachari & KV Ramani, Delivering Service Quality: Managerial Challenges for 21st Century, Macmillan Publishers India, Third Edition 2011.

SEMESTER – III

DBA 5301

APPLIED OPERATIONS RESEARCH

C	M
4	100

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 II** **LINEAR PROGRAMMING EXTENSIONS** - Transportation Models (Minimizing and Maximizing Cases) – Balanced and unbalanced cases – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Cases of degeneracy. Transshipment Models. Assignment Models (Minimizing and Maximizing Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.
- UNIT III** **INTEGER LINEAR PROGRAMMING AND GAME THEORY** - Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.
- UNIT IV** **INVENTORY MODELS, SIMULATION AND DECISION THEORY** - Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Application of simulation techniques for decision making.
- 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:

1. Paneerselvam R., “Operations Research”, Prentice Hall of India, Fourth Print, 2008.
2. Natarajan AM, Balasubramani P and Tamilarasi A, “Operations Research”, Pearson Education, First Indian Reprint, 2012.
3. Hamdy A Taha, “Introduction to Operations Research”, Prentice Hall India, 9th Edition, Third Indian Reprint 2010.

REFERENCE BOOKS:

1. Sankara Iyer P, “Operations Research”, Tata Mcgraw Hill, 2008.
2. Frederick & Mark Hillier, “Introduction to Management Science – A Modeling and case studies approach with spreadsheets”, Tata Mcgraw Hill, 3rd edition, 2007.
3. Gupta P.K, Hira D.S, “Problem in Operations Research”, S.Chand and Co, 2010.
4. Kalavathy S, “Operations Research”, 3rd Edition, Vikas Publishing House, 2013.
5. Richard Broson , Govindasamy & Naachimuthu , “Operations Research”, Schaum’s outline series, II Edition, 2000.

DBA 5302

INTERNATIONAL BUSINESS MANAGEMENT

C	M
2	100

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 I

INTRODUCTION - International Business –Definition – Internationalizing business-

Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT - Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business –global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT - Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management-global entry strategy – different forms of international business – advantages-organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business-performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS - Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

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

TEXT BOOKS:

1. Charles W.I. Hill and Arun Kumar Jain, “International Business”, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, “International Business”, Pearson Education Asia, New Delhi, 13th editon, 2010.
3. K. Aswathappa, “International Business”, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, “International Business”, Thomson, Bangalore, 8th edition, 2009.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, “International Management”, Tata Mc Graw Hill, 2nd edition, 2008.
6. Oded Shenkar and Yaong Luo, “International Business”, John Wiley Inc, Noida, 2nd edition, 2007.

DBA 5303

STRATEGIC MANAGEMENT

C	M
4	100

COURSE OBJECTIVE: To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profi t Organisations.

COURSE OUTCOME: Enhanced strategy formulations, Strategy implementations, evaluation procedures, New Business Models.

- UNIT I STRATEGY AND PROCESS** - Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.
- UNIT II COMPETITIVE ADVANTAGE** - External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.
- UNIT III STRATEGIES** - The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation-Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.
- 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:

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, "Strategic Management and Business policy", Pearson Education., 11th edition, 2007
2. Charles W.L.Hill & Gareth R.Jones, "Strategic Management Theory - An Integrated approach", Biztantra, Wiley India,6th edition, 2007.
3. Azhar Kazmi, "Strategic Management & Business Policy", Tata McGraw Hill, Third Edition, 2008.

REFERENCE BOOKS:

1. Fred.R.David, "Strategic Management and cases", PHI Learning, 13th edition, 2010.
2. Upendra Hachru , "Strategic Management concepts & cases", Excel Books, 8th edition, 2006.
3. Adria H Aberberg and Alison Rieple, "Strategic Management Theory & Application", Oxford University Press, 2008.
4. Arnaldo C.Hax and Nicholas S. Majluf, "The Strategy Concept and Process – A Pragmatic Approach", Pearson Education, Second Edition, 2005.
5. Harvard Business Review, "Business Policy – part I & II", Harvard Business School.
6. Saloner and Shepard, Podolny, "Strategic Management", John Wiley, 2005.
7. Lawrence G. Hrebiniak, "Making strategy work", Pearson, 2005.
8. Gupta, Gollakota and Srinivasan, "Business Policy and Strategic Management – Concepts and Application", Prentice Hall of India, 2nd edition, 2007.

DBA 5304

ENTERPRISE RESOURCE PLANNING

C	M
2	100

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 II ERP SOLUTIONS AND FUNCTIONAL MODULES - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management.

UNIT III ERP IMPLEMENTATION - Planning Evaluation and selection of ERP systems- Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

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:

1. Alexis Leon, “ERP demystifi ed”, second Edition Tata McGraw-Hill, 2007.

REFERENCE BOOKS:

1. Jagan Nathan Vaman, “ERP in Practice”, Tata McGraw-Hill, 2008
2. Alexis Leon, “Enterprise Resource Planning”, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, “ERP”, Macmillan India, 2009.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, “ERP- Concepts and Practice”, Prentice Hall of India,2nd edition, 2006.
5. Summer, “ERP”, Pearson Education, 2008.

GENERAL MANAGEMENT

SEMESTER – III

DBA 5001

INTEGRATED MARKETING COMMUNICATIONS

C	M
2	100

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 III DESIGN AND EXECUTION OF ADVERTISEMENTS - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Concept Testing– Measuring impact of advertisements.

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:

1. Semenile, Allen, O'Guinn, Kaufman, "Advertising and Sales Promotions – An Integrated Brand Approach", 6th edition, Cengage Learning. (2012).
2. Kenneth Clow. Donald Baack, "Integrated Advertisements, Promotion and Marketing Communication", Prentice Hall of India, New Delhi, 6th edition, 2013.

REFERENCE BOOKS:

1. S. H. H. Kazmi and Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2nd edition, 2008.
2. George E Belch and Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 7th edition, 2011.
3. Julian Cummings, "Sales Promotion", Kogan Page, London 2003.
4. E. Betch and Michael, "Advertising and Promotion", McGraw Hill, 7th edition, 2003.
5. Jaishri Jefhwaney, "Advertising Management", Oxford, 2013.
6. V.S.Padmanabhan, H.S.Murthy. "Advertising and Sales Promotion" (An Indian Perspective), Anes Books Pvt.Ltd -2011.

DBA 5002

CONSUMER BEHAVIOR

C	M
2	100

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 I** **INTRODUCTION** - Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.
- UNIT II** **CONSUMER BEHAVIOR MODELS** - Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster 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:

1. Leon G. Schiffman and Leslie Lasar Kanuk, “Consumer Behavior”, Pearson Education, India, 2013.
2. Paul Peter et al., “Consumer Behavior and Marketing Strategy”, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCE BOOKS:

1. Frank R. Kardes, “Consumer Behaviour and Managerial Decision Making”, 2nd Edition, 2010.
2. Assel, “Consumer Behavior - A Strategic Approach”, Biztranza, 2008.
3. Sheth Mittal, “Consumer Behavior- A Managerial Perspective”, Thomson Asia (P) Ltd., 2011.
4. Abbael, “Consumer Behavior: A Strategic Approach” (Indian Edition 2005) Wiley 2012.
5. Hed, Hoyer, “Consumer Behavior”, 2008 Edition Wiley 2012.
6. Das Gupta, “Consumer Behavior”, 2008 Edition, Wiley 2012.
7. Shri Prakash, “Theory of Consumer Behavior”, 1st Edition, Vikas 2012.
8. Srabanti Mukherjee, “Consumer Behavior”, Cengage Learning, 2012.

DBA 5003

TRAINING AND DEVELOPMENT

C	M
2	100

COURSE OBJECTIVE: To know the role and function of training and development 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 I **INTRODUCTION** - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies – Learning and Learning organizations – Training Policies – organizational climate for training and development – a system model.

- 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 III DESIGN OF TRAINING PROGRAMS** - Linking training needs and objectives of various theories of learning and methods of training – Learning cycles – factors for fixing duration – selection of participants – choice of trainers – course contents – inhouse arrangements and outsourcing – E learning – training for trainers.
- 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:

1. "Human Resources Development – Theory and Practice", Tapomoy Deb Ane Books India, (2008)
2. James. S. Pepitone, "Human performance consulting", Guey publishing Company, Houston, 2006
2. Stimson N, "How to write and prepare training materials", Kogan page, 2nd edition, 2002
3. "Journals of Indian Society for Training and Development", New Delhi, 2010.

GENERAL MANAGEMENT

SEMESTER – IV

DBA 5004 INDUSTRIAL RELATIONS AND LABOUR WELFARE

C	M
2	100

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.
- UNIT II INDUSTRIAL CONFLICTS** - Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.
- UNIT III LABOUR WELFARE** - Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.
- UNIT IV INDUSTRIAL SAFETY** - Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.
- UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR** - Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –

BPO & KPO Labour - Social Assistance – Social Security – Implications.

TEXT BOOKS:

1. Mamoria C.B. and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2010.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, "Industrial Relations & Labour Laws", Tata McGraw Hill. 2012

REFERENCE BOOKS:

1. Ratna Sen, "Industrial Relations in India", Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.
2. C.S.Venkata Ratnam, "Globalisation and Labour Management Relations", Response Books, 2010.
3. Srivastava, "Industrial Relations and Labour Laws", Vikas, 6th edition, 2012.
4. P. N. Singh, Neeraj Kumar, "Employee Relations Management", Pearson. 2011.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson., 4th edition, 2013

DBA 5005

STRATEGIC INVESTMENT AND FINANCING DECISIONS

C	M
2	100

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 I INVESTMENT DECISIONS - Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT II CRITICAL ANALYSIS OF 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 III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS - Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

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:

1. Prasanna Chandra, "Financial Management", 9th Edition, Tata McGraw Hill, 2012.
2. Prasanna Chandra, "Projects : planning, Analysis, Financing implementation and review", TMH, New Delhi, 2011.

REFERENCE BOOKS:

1. Bodie, Kane, "Marcus: Investment", Tata McGraw Hill, New Delhi 2010.
2. Brigham E. F & Houston J.F., "Financial Management", Thomson Publications, 9th edition, 2010.
3. I. M. Pandey, "Financial Management", Vikas Publishing House, 10th edition, 2010.
4. M. Y. Khan and P. K. Jain, "Financial Management Text and Problems", Tata McGraw Hill Publishing Co, 2011.
5. Website of IDBI Related to Project Finance.

DBA 5006

INDIAN BANKING FINANCIAL SYSTEM

C	M
2	100

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 I OVERVIEW OF INDIAN BANKING SYSTEM - Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

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.

UNIT V E-BANKING - Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

TEXT BOOKS:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services", Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi, 2010.

REFERENCE BOOKS:

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

DBA 5007

SUPPLY CHAIN MANAGEMENT

C	M
2	100

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.

UNIT I INTRODUCTION - Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING - Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK - Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY - Managing supply chain cycle inventory. Uncertainty in the supply chain — Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management

UNIT V CURRENT TRENDS - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

TEXT BOOKS:

1. Janat Shah, "Supply Chain Management – Text and Cases", Pearson Education, 5th edition, 2012.
2. Sunil Chopra and Peter Meindl, "Supply Chain Management-Strategy Planning and Operation", PHI Learning / Pearson Education, 5th edition, 2012.

REFERENCE BOOKS:

1. Ballou Ronald H, "Business Logistics and Supply Chain Management", Pearson Education, 5th edition, 2013.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, "Designing and Managing the Supply Chain: Concepts, Strategies, and Cases", Tata McGraw-Hill,3rd edition, 2007.
3. Altekar Rahul V, "Supply Chain Management-Concept and Cases", PHI, 3rd edition, 2005.
4. Shapiro Jeremy F, "Modeling the Supply Chain", Thomson Learning, Second Reprint , 2013.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, "Principles of Supply Chain

Management- A Balanced Approach”, South-Western, Cengage Learning, 3rd edition, 2011.

DBA 5008

MATERIALS MANAGEMENT

C	M
2	100

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 II MATERIALS PLANNING - Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

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:

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, “Materials Management”, Pearson, 2012.
2. P. Gopalakrishnan, “Purchasing and Materials Management”, Tata McGraw Hill, 2012

REFERENCE BOOKS:

1. Ajay K Garg, “Production and Operations Management” , Tata McGraw Hill, 2012.
2. Ronald H. Ballou and Samir K. Srivastava, “Business Logistics and Supply Chain Management”, Pearson education, Fifth Edition, 2013.
3. S. N. Chary, “Production and Operations Management”, Tata McGraw Hill, 2012.

TECHNOLOGY MANAGEMENT

SEMESTER – III

DBA 5011

TECHNOLOGY FORECASTING AND ASSESSMENT

C	M
2	100

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 III TECHNOLOGY FORECASTING - Technology Forecasting – Need – Methodologies: - Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC).

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:

1. Robert Szakonyi, Handbook of Technology Management, Viva Books Private Limited, 2008.
2. Gerard H. Gaynor, Handbook of Technology Management, McGraw Hill, 1996.
3. Betz, Frederic, Strategic Technology Management, New Delhi, McGraw Hill, 1996.
4. Tarek M. Khalil, Management of Technology, McGraw Hill, 2003.
5. Vijay Kumar Khurana, Management of Technology and Innovation, Ane books India, Chennai, 2007.

DBA 5012 TECHNOLOGY COMMERCIALISATION AND TRANSFER

C	M
2	100

COURSE OBJECTIVE: To understand Technology Commercialization, Negotiation, Transfer Mechanisms, Licensing.

COURSE OUTCOME: Commercialization Process, Modernization, Material Transfer Agreements, Technology valuation methods, Technology Investment Practices.

UNIT I INTRODUCTION - Technology as asset - Competitive technology strategic options - Types of commercialization – Commercialization Process. Technology opportunities - Technology scale up - Transfer decision making - Choice of technology - Technology Transfer Categories: - International - Cross industry – Inter-firm – Intra-firm.

UNIT II TECHNOLOGY NEGOTIATION AND DIFFUSION - Technology Negotiation - Preparation and conduct of negotiations - Technology outsourcing - Socio, economic, political, legal and cultural considerations. Technology diffusion - Technology transfer modes - Technology up-gradation - Technology modernization - Adoption of new

technologies - Absorption of new technologies - Absorption process - Relocation issues.

UNIT III **TRANSFER MECHANISMS** - Technology Transfer Services - Matching and pre-selection of prospective business partners - Commercializing innovations –Technology transfer negotiations - Technology transfer Offices: - databank - periodicals – web based services - - technology transfer agreements - Material Transfer Agreements (MTAs) - Business meets, workshops, training programmes, press release.

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

UNIT V **SUPPORT SERVICES** - Assistance in implementing technologies - Intellectual property related issues: – rights - litigations – royalty audits – auctions- Market/feasibility studies - Product marketing - Technology valuation: - methods - Contract negotiation – Subcontracting – sublicense - Technology investment practices -Arranging financial assistance: – sources - option fund – angel investment-Finance syndication – loan - venture capital and debts– grants – incentives.

REFERENCE BOOKS:

1. Zeans Block & Lan C. Macmillan, Corporate Venturing, Harvard Business School Press, 2003.
2. A Innovation Management, Strategies, Implementation and Profit by Afuah Oxford University Press 2nd edition, 2012.
3. Robert Szakonyi, Handbook of Technology Management, Viva Books Private Limited, 2006.
4. Gerard H. Gaynor, Handbook of Technology Management, McGraw Hill, 1996.
5. Tarek M. Khalil, Management of Technology, McGraw Hill, 2003.

DBA 5013

RESEARCH AND DEVELOPMENT MANAGEMENT

C	M
2	100

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 **INTRODUCTION** - Introduction – historical perspective – validation and evaluation – basic research – applied research – technology in R&D – successful R&D management – basic condition – Elements – vision, mission, strategy – Deming cycle (PDCA), hypothetico deductive approach, competency matrices, thematic clustering

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 R & D SUPPORT - Support Services – Analytical, Manufacturing, Library service, IT & Telecommunication, legal. Laboratory Automation – Synthesis Lab – Microscale experimentation. Intellectual property – patents – types, procedure. Publications – categories – Science Citation Index – impact factor – citation metrics. Intellectual property –patents- types, procedure. Financial Control – Budgets, Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review

TEXT BOOKS:

1. R.K.Jain, Harry C Triandis, Management of Research and Development Organization: Managing the Unmanageable, John Wiley & Sons, 1997.
2. George F Thompson, The Management of Research and Development, Batsford, 1970.

REFERENCE BOOKS:

1. Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry, Wiley, 2006.
2. Alan Glasser, Research and Development Management, Prentice-Hall, 1982.
3. Harold Arthur Collison, Management of Research and Development, Pitman, 1964.
4. Andreas Holzinger, Successful Management of Research & Development, Books on Demand, 2011.

**TECHNOLOGY MANAGEMENT
SEMESTER – IV**

DBA 5014

INTELLECTUAL PROPERTY RIGHTS

C	M
2	100

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 I INTRODUCTION TO INTELLECTUAL PROPERTY - Introduction - Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

UNIT II INTERNATIONAL PROTECTION OF INTELLECTUAL PROPERTY RIGHTS - Establishment of WIPO, General Agreement on Trade and Tariff (GATT).Patent Co-Operation Treaty, TRIPS agreement, Bern Convention, Rome convention, WTO and Intellectual Property Rights.

UNIT III PATENTS - Introduction to Patents – Overview, Historical development, concepts on Novelty, Utility, Non-Obviousness. Patentable and Non Patentable Inventions. Procedure for Filing of patents. Acquisition of patent rights. Compulsory Licenses, patent offices in India and jurisdiction.

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:

1. P. Narayanan, Intellectual property Rights, Eastern law House, Third Edition , 2008
2. G. P. Reddy, Intellectual Property Rights & Other Law, Gogia Law Agency, 2004
3. P. Narayanan, Patent Law, Eastern Law House, Fourth Edition, 2002
4. V.K. Unni, Trademarks & The Emerging Concepts of Cyber Property Rights, Eastern Law House, 2005.
5. Prof. A. Chandrasekaran, Intellectual Property Law, C. Sitaraman & Co. Pvt. Ltd., 2004.
1. Dr. Vikes Vashishth, Law & Practice of Intellectual Property in India, Bharath Law House Pvt. Ltd., 2002.

DBA 5015

MANAGING TECHNOLOGICAL INNOVATION

C	M
2	100

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 IV **INNOVATION MANGEMENT** - Product and services – benefits, failure, role of design. Operations and Process – importance, techniques, lean production, integration - internal, external.

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

REFERENCE BOOKS:

1. Mark Dodgson, David Gann, and Ammon Salter, The Management of Technological Innovation, Oxford University Press, 2008.
2. Scott Shane, Handbook of Technology and Innovation Management, John Wiley & Sons, 2009.

3. Frederick Betz, Managing Technological Innovation, John Wiley & Sons, Third Edition, 2011.
4. Edited by Michael Tushman and Philip Anderson (The Second Edition, 2004) Robert Szakonyi, Managing Strategic Innovation and Change: A Collection of Readings, Handbook of Technology Management – Viva Books Private, Limited, 2006.
5. Twiss B & Goodridge, M. Pitman, Managing Technology for Competitive Advantage: Integrating Technological and Organizational Development from Strategy to Action, 1989.

DBA 5016

E-BUSINESS MANAGEMENT

C	M
2	100

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 I INTRODUCTION TO e-BUSINESS - e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce

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 IV e-BUSINESS PAYMENTS AND SECURITY - E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

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:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2010.

REFERENCE BOOKS:

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.
2. Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
3. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, 2012.
4. Bharat Bhasker, Electronic Commerce – Frame Work Technologies and Applications, Tata McGraw Hill Publications, 3rd Edition, 2009.
5. Kamlesh K. Bajaj and Debjani Nag, e-Commerce- The Cutting Edge of Business, Tata McGraw-Hill Publications, 7th Reprint, 2009.
6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
7. Micheal Papaloelon and Peter Robert, e-Business, Wiley India, 2006.

DBA 5017

SOFTWARE PROJECT AND QUALITY MANAGEMENT

C	M
2	100

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 I INTRODUCTION - Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.

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

UNIT III SOFTWARE PROJECT ESTIMATION - Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management.

UNIT IV SOFTWARE QUALITY - Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.

UNIT V SOFTWARE QUALITY ASSURANCE - Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.

TEXT BOOKS:

1. Roger S. Pressman, Software Engineering A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.

REFERENCE BOOKS:

1. Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000.
2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011.
3. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010.
4. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
5. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007

DBA 5018

DATA MINING & BUSINESS INTELLIGENCE

C	M
2	100

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:

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 3rd edition, 2011.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall,2nd edition, 2010.

REFERENCE BOOKS:

1. W. H. Inmon, Building the Data Warehouse, Fourth Edition Wiley India Pvt. Ltd., 2005.
2. Ralph Kimball and Richard Merz, The Data Warehouse Toolkit, John Wiley, 3rd edition, 2013.
3. Michel Berry and Gordon Linoff, Mastering Data Mining, John Wiley and Sons Inc, 2nd Edition, 2011.
4. Michel Berry and Gordon Linoff, Data Mining Techniques for Marketing, Sales and Customer Support, John Wiley,3rd edition, 2011.
5. G. K. Gupta, Introduction to Data Mining with Case Studies, Prentice Hall of India, 2nd edition, 2011.
6. Giudici, Applied Data mining – Statistical Methods for Business and Industry, JohnWiley, 2nd edition, 2009.
7. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011.
8. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2010.
9. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications. Wiley, India, 2nd edition, 2010.

**MARKETING MANAGEMENT
SEMESTER – III**

DBA 5061

MARKETING RESEARCH

C	M
2	100

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 I OVERVIEW OF MARKETING RESEARCH - Meaning, Nature, Scope Importance and Limitations of Marketing Research, Marketing Research Vs. Market Research, Organization of Marketing Research Department, Career opportunities in Marketing Research, Marketing Research Agencies – definition, functions, organizational structure, merits and demerits of Marketing Research Agencies.

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:

1. Rajendra Nargundkar, "Marketing Research", Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
2. Sharma, D.D., "Marketing Research – Principles, Applications and Cases", Sultan Chand and Sons, New Delhi, 2011.

REFERENCE BOOKS:

1. Hair, Bush and Ortinau, "Marketing Research", Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
2. Zikmund and Babin, "Marketing Research", Cengage Learning, New Delhi, 2012.
3. Parasuraman, Dhruv Grewal and Krishnan,R., "Marketing Research", Biztantra Publications, New Delhi, 2010.

C	M
2	100

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 I INTRODUCTION - Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES - Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

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.

UNIT V BRAND PERFORMANCE - Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

TEXT BOOKS:

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 4rd Edition, 2012.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

REFERENCE BOOKS:

1. Lan Batey, Asian Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Tmepoal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005.
1. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt. Ltd – (2009).

DBA 5063

RETAIL MANAGEMENT

C	M
2	100

COURSE OBJECTIVE: To understand the concepts of effective retailing

COURSE OUTCOME: To manage the retail chains and understand the retail customer's behavior.

UNIT I INTRODUCTION - An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

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 III RETAILING DECISIONS - Choice of retail locations - internal and external atmospherics

– Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

UNIT IV RETAIL SHOP MANAGEMENT - Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.

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:

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

REFERENCE BOOKS:

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2010.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2nd edition, 2012.
3. Swapna Puadham, Retail Management -Text and Cases, Tata McGraw Hill, 2nd Edition, 2008.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008.
5. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.
6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent Solution.

**MARKETING MANAGEMENT
SEMESTER – IV**

DBA 5064

SERVICES MARKETING

C	M
2	100

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 I INTRODUCTION - Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

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 III SERVICE DESIGN AND DEVELOPMENT - Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

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.

UNIT V SERVICE STRATEGIES - Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

TEXT BOOKS:

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2010.

REFERENCE BOOKS:

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2008.
3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, 2012.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos, Service Management and Marketing –Wiley India, 2007.

DBA 5001 INTEGRATED MARKETING COMMUNICATIONS

C	M
2	100

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 III DESIGN AND EXECUTION OF ADVERTISEMENTS - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Concept Testing– Measuring impact of advertisements.

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:

1. Semenile, Allen, O'Guinn, Kaufman Advertising and Sales Promotions – An Integrated Brand Approach -6th Edition, Cengage Learning. (2012).
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, New Delhi, 6th edition, 2013.

REFERENCE BOOKS:

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2nd edition, 2008.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 7th edition, 2011.
3. Julian Cummings, Sales Promotion, Kogan Page, London 2003.
4. E. Betch and Michael, Advertising and Promotion, McGraw Hill, 7th edition, 2003.
5. Jaishri Jefhwaney, Advertising Management, Oxford, 2013.
6. V.S.Padmanabhan, H.S.Murthy. Advertising and Sales Promotion (An Indian Perspective) Anes Books Pvt.Ltd -2011.

DBA 5002**CONSUMER BEHAVIOR**

C	M
2	100

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 I INTRODUCTION - Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II CONSUMER BEHAVIOR MODELS - Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster 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 :

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2013.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCE BOOKS:

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition, 2011.

2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2011.
4. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas 2012.
8. Srabanti Mukherjee, Consumer behavior, 2012, Cengage Learning.

DBA 5065

CUSTOMER RELATIONSHIP MANAGEMENT

C	M
2	100

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 I INTRODUCTION - Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

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 III CRM STRUCTURE - Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION - Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

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

TEXT BOOKS:

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra, 2008.

REFERENCE BOOKS:

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2010.
2. Jim Cathart, The Eight Competencies of Relationship Selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2012.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2008.
6. Zikmund. Customer Relationship Management, Wiley 2012.
7. Mohammed Hp/Sagadevan.A Customer Relationship Management-A Step by Step Approach, 1st Edition, 2003.

8. G. Shainesh, J. Jagdish N Seth. Customer Relationship Management, Macmillan, 2005.

DBA 5066

MARKETING ANALYTICS

C	M
2	100

COURSE OBJECTIVE: To understand the role of financial perspectives in marketing.

COURSE OUTCOME: To apply analytics concepts in marketing.

- UNIT I INTRODUCTION** - Introduction to Marketing analytics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.
- UNIT II CUSTOMER AND BRAND ANALYTICS** - Cost of customer acquisition – Retention – Life time value of customers – Balanced Scorecard Approach to measure customers' satisfaction - Brand analytics – Brand equity – Brand portfolio management - Brand financial performance.
- 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.
- UNIT V ADDITIONAL ANALYTICS** - Financial implications on Research and development – Training of sales force. Determination of financial incentives across Product / Service delivery system – Global Marketing Analytics.

REFERENCE BOOKS:

1. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer and David J. Reibstein, Marketing Metrics : Measuring Salesforce Effectiveness and Channel Management, Pearson Education India, 2008.
2. John Davis, Measuring Marketing: 110 Key Metrics, Every Marketer Needs, Wiley Publisher, 2013.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing.
4. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive should Master, Wharton School Publishing,2008.
5. David J. Reibstein, Marketing Metrics, Pearson Education (USA).
6. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI, 3rd edition, 2008.
7. Lilien, Kotter & Morthy, Marketing Models, PHI, 2010.
8. Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.

**HUMAN RESOURCE MANAGEMENT
SEMESTER – III**

DBA 5021

MANAGERIAL BEHAVIOR AND EFFECTIVENESS

C	M
2	100

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 I **DEFINING THE MANAGERIAL JOB** - Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT II **DESIGNING THE MANAGERIAL JOB** - Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

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.

UNIT V **DEVELOPING THE WINNING EDGE** - Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

REFERENCE BOOKS:

1. Peter Drucker, Management, Harper Row, 2008.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 10th edition, 2010.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson, 4th ed, 2010.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 6th edition, 2009.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books, 2009.
7. R.M.Omkar, Personality Development and Career Management, S.Chand, 1st Edition, 2008.
8. Richard L. Daft, Leadership, Cengage, 1st Indian Reprint,2008.

DBA 5022

STRATEGIC HRM & DEVELOPMENT

C	M
2	100

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.

UNIT I **HUMAN RESOURCE DEVELOPMENT** - Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HR Audit.

- UNIT II** **E-HRM** - e- Employee profile- e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.
- UNIT III** **CROSS CULTURAL HRM** - Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation etc - Building Multicultural Organisation - International Compensation.
- UNIT IV** **CAREER & COMPETENCY DEVELOPMENT** - Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment – Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.
- UNIT V** **EMPLOYEE COACHING & COUNSELING** - Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness– Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

TEXT BOOKS:

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 6th edition, 2011.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011

REFERENCE BOOKS:

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 3rd edition, 2010.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 13rd edition, 2010.
3. Monir Tayeb. International Human Resource Management. Oxford. 2007
4. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition, 2008.
5. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

DBA 5023

PERFORMANCE MANAGEMENT

C	M
2	100

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

UNIT I

INTRODUCTION - HR as assets- Definition of Human Resource Accounting – Introduction to Human Resource Accounting – Human Resource accounting concepts,

methods and applications
 – Human Resources accounting Vs other accounting.

- UNIT II HUMAN RESOURCE COSTS** - Measuring human resource cost -investment in employees-Replacement costs – Determination of Human Resource value – Monetary and non-monetary measurement methods – Return on Investment approach.
- UNIT III HUMAN RESOURCE ACCOUNTING SYSTEM** - Developing Human Resource Accounting systems – Implementation of Human Resource accounting – Integrated of accounting with other accounting systems – Recent advancements and future directions in Human Resource Accounting.
- UNIT IV HUMAN RESOURCE AUDIT** - Role of Human Resource audit in business environment - HR Audit objectives – Concepts –Components –Need- benefits –Importance – Methodology- Instruments – HRD scorecard –Effectiveness of HRD Audit as an instrument –Issues in HR audit – Focus of HR audit.
- UNIT V HUMAN RESOURCE AUDIT REPORT** - HRD audit report –Concept –Purpose –Role of HR managers and auditors –Report Design- Preparation of report –Use of Human Resource audit report for business improvement –Case studies.

REFERENCE BOOKS:

1. Eric G. Flamholtz, ‘Human Resource Accounting –Advances in Concepts, Methods and Applications”, Third Edition, 1999.
2. Pramanik.A.K(1993) M.C. Jain,” Human Resource Accounting” Pointer publishers, Jaipur.
3. Nigam, M.S.Nigam S (1993) Importance of Human Resource in Organisation, Pointer publishers, Jaipur.
4. Prakash J, Khanelwal M C, Jain SC (1993), Human Resource Accounting, Pointer publishers, Jaipur, 2008.

**HUMAN RESOURCE MANAGEMENT
 SEMESTER – IV**

DBA 5003

TRAINING AND DEVELOPMENT

C	M
2	100

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 I INTRODUCTION** - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies – Learning and Learning organisations – Training Policies – organisational climate for training and development – a system model.
- 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 III DESIGN OF TRAINING PROGRAMS** - Linking training needs and objectives of various theories of learning and methods of training – Learning cycles – factors for fixing

duration – selection of participants – choice of trainers – course contents – inhouse arrangements and outsourcing – E learning – training for trainers.

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:

1. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, 2008.
2. Human performance consulting, James. S. Pepitone, Guey publishing Company, Houston, 2006.
3. How to write and prepare training materials, Stimson N, Kogan page, 2nd edition, 2002.
4. Journals of Indian Society for Training and Development, New Delhi, 2010.

DBA 5004 INDUSTRIAL RELATIONS AND LABOUR WELFARE

C	M
2	100

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.

UNIT II INDUSTRIAL CONFLICTS - Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III LABOUR WELFARE - Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

UNIT IV INDUSTRIAL SAFETY - Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR - Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour - Social Assistance – Social Security – Implications.

TEXT BOOKS:

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012.

REFERENCE BOOKS:

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2010.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 6th edition, 2012.
4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2013.

DBA 5024

ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT

C	M
2	100

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 I ORGANISATION & ITS ENVIRONMENT - Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL DESIGN - Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III ORGANISATIONAL CULTURE - Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV ORGANISATIONAL CHANGE - Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE - Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications

TEXT BOOKS:

1. Gareth R. Jones, Organisational Theory, Design & Change, Pearson Education, 7th Edition

- 2012.
- Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 10th Edition 2012.

REFERENCE BOOKS:

- Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9th edition, 2011.
- Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 3rd edition, 2013.
- Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.
- Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
- Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.

DBA 5025

SOCIAL PSYCHOLOGY

C	M
2	100

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.

UNIT III COGNITION IN THE SOCIAL WORLD - Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem & Social Comparison.

UNIT IV INTERPERSONAL RELATIONS - Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.

UNIT V APPLIED SOCIAL PSYCHOLOGY - Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.

TEXT BOOKS:

- Baron, Byrne and Brascombe, Social Psychology, 11th Edition, Pearson, 2006.
- David G. Myers, Social Psychology, Tata McGraw Hill, 8th Edition, 2005.

REFERENCE BOOKS:

- Baron and Byrne, Social Psychology, PHI, 13th edition 2011.
- Howitt. Social Psychology. Tata McGraw Hill, 5th edition, 2010.
- Rohall et al. Social Psychology. PHI Learning. 2nd edition, 2010.
- Ajzer, Attitudes, Personality and Behaviour, Tata McGraw Hill, 2005

5. Hollway. Social Psychology Matters. Tata McGraw Hill, 2006

DBA 5026

STRESS MANAGEMENT

C	M
2	100

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 I **UNDERSTANDING STRESS** - Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

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 conquer-ing procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

UNIT III **CRISIS MANAGEMENT** - Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV **WORK PLACE HUMOUR** - Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V **SELF DEVELOPMENT** - Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

REFERENCE BOOKS:

1. Cooper, Managing Stress, Sage, 2011.
2. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery- The art of coping gracefully. Pearson, 2012.
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012.
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012.

FINANCIAL SERVICES MANAGEMENT

SEMESTER – III

DBA 5006

INDIAN BANKING FINANCIAL SYSTEM

C	M
2	100

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 I OVERVIEW OF INDIAN BANKING SYSTEM - Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

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.

UNIT V e-BANKING - Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

TEXT BOOKS:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services", Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi, 2010.

REFERENCE BOOKS:

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

DBA 5031 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

C	M
2	100

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 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 I INVESTMENT SETTING - Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS - Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS - Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

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

TEXT BOOKS:

1. Donald E.Fischer & Ronald J.Jordan, “Security Analysis & Portfolio Management”, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, “Investment analysis and Portfolio Management”, Tata McGraw Hill, 2011.

REFERENCE BOOKS:

1. Reilly & Brown, “Investment Analysis and Portfolio Management”, Cengage Learning, 9th edition, 2011.
2. S. Kevin, “Securities Analysis and Portfolio Management”, PHI Learning, 2012.
3. Bodi, Kane, Markus, Mohanty, “Investments”, 8th edition, Tata McGraw Hill, 2011.
4. V. A. Avadhan, “Securities Analysis and Portfolio Management”, Himalaya Publishing House, 2011.
5. V. K. Bhalla, “Investment Management”, S. Chand & Company Ltd., 2012.

DBA 5032 HIRE PURCHASE, LEASING AND VENTURE CAPITAL

C	M
2	100

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 I INTRODUCTION - Hire purchase finance- definition –Hire purchase Vs installment payment –Rights of Hire- Rate of interest –Methods of interest calculation –Hire purchase Act 1972 –Legal and tax aspects –Accounting and financial evaluation.

- UNIT II LEASING** - Leasing –Definition and characteristics – Cash flow of a lease –Lease debt equivalence –Types of lease –Financial lease and operating lease- Leasing process- advantages of leasing –Limitations –Legal and tax implications of leasing –Lease evaluation by lessor and lessee.
- UNIT III VENTURE CAPITAL** - Venture capital meaning and definition –Features –Origin and growth of venture capital- Seed capital and startup financing –Key factors for consideration for appraisal
–Management buy-outs and buy-in stages of venture capital financing-Financial analysis –Recommendation of SEBI (Chandrasekar committee) 2000; SEBI venture capital Funds Regulations’1996- SEBI Foreign venture capital investors regulations 2000.
- UNIT IV INVESTMENT PROCESS** - Assessing venture capital –Choosing a venture capital firm- The investment process –Preparing for the investment process –term sheet-Investment structure-Selection of investment-Syndication –Milestones- Equity participation – Provisions relating to share capital –Transfer restrictions –Transfer pre-emption rights and tag along rights –structuring the deal/financial instruments –Investments, after care valuation of portfolio –Structural aspects-exit.
- 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:

1. Dr. S. Gurusamy, “Merchant Banking and Financial Services”, Thomson, 3rd edition, 2010.
2. Rupert Pearce and Simon Barnes, “Raising Venture Capital”, John Wiley & Sons, Ltd, 2006.
3. Zenas Block & Lan.C.Macmillan, “Corporate Venturing”, Harvard Business School Press, 2003.

**FINANCIAL SERVICES MANAGEMENT
SEMESTER – IV**

DBA 5033

INSURANCE AND RISK MANAGEMENT

C	M
2	100

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
- UNIT II RISK AVERSION & MANAGEMENT TECHNIQUES** - Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk
- UNIT III RISK MANAGEMENT TOOLS** - Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.
- UNIT IV INTRODUCTION TO INSURANCE** - General Insurance – Principles of general insurance

– General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

UNIT V INSURANCE AS A RISK MANAGEMENT TECHNIQUE - Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

TEXT BOOKS:

1. Harrington and Niehaus, "Risk management and Insurance", Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010.
2. Trieschman, Hoyt, Sommer, "Risk management and Insurance", Cengage Learning, 3rd Edition, 2011.

REFERENCE BOOKS:

1. Mark S. Dorfman, "Introduction to Risk management and Insurance", 10th Edition, Prentice Hall of India, 2012.
2. Stulz, "Risk Management and Derivaties", Cengage Learning, 2nd Edition, 2011.
3. Skipper and Kwon, "Risk management and Insurance", Blackwell Publishing, 2009.
4. Nalini Prave Tripathy, and Prabir Pal, "Insurance – Theory and Practice", Prentice Hall of India, 2010.
5. George E Rejda, "Principles of Risk Management and Insurance", Pearson Education, 12th Edition, 2013.

DBA 5034

INTERNATIONAL TRADE FINANCE

C	M
2	100

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.

UNIT I INTERNATIONAL TRADE - International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE - Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT III FOREX MANAGEMENT - Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency

options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE - Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES - Government Organizations Promoting Exports – Export Incentives : Duty Exemption–IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts | Export Promotion – EPZ – EQU – SEZ and Export House.

TEXT BOOKS:

1. Apte P.G., “International Financial Management”, Tata McGraw Hill, 5th edition, 2011.
2. Jeff Madura, “International Corporate Finance”, Cengage Learning, 10th Edition, 2011.

REFERENCE BOOKS:

1. Alan C. Shapiro, “Multinational Financial Management”, PHI Learning, 8th Edition, 2010.
2. Eun and Resnik, “International Financial Management”, Tata McGraw Hill, 5th Edition, 2011.
3. Website of Indian Government on EXIM policy.

DBA 5035

FINANCIAL DERIVATIVES MANAGEMENT

C	M
2	100

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 I INTRODUCTION - Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II FUTURES CONTRACT - Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS - Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

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.

UNIT V DERIVATIVES IN INDIA - Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TEXT BOOKS:

1. John. C. Hull, Options, “Futures and Other Derivative Securities”, PHI Learning, 9th Edition, 2012
2. Keith Redhead, “Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs”,– PHI Learning, 2011.

REFERENCE BOOKS:

1. Stulz, “Risk Management and Derivatives”, Cengage Learning, 2nd Edition, 2011.
2. Varma, “Derivatives and Risk Management”, 2nd Edition, 2011.
3. David Dubofsky – “Option and Financial Futures – Valuation and Uses”, McGraw Hill International Edition.
4. S. L. Gupta, “Financial Derivatives- Theory, Concepts and Practice”, Prentice Hall of India, 2011.
5. Website of NSE, BSE.

DBA 5005

STRATEGIC INVESTMENT AND FINANCING DECISIONS

C	M
2	100

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 I INVESTMENT DECISIONS - Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT II CRITICAL ANALYSIS OF 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 III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS - Lease financing - financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

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:

1. Prasanna Chandra, "Financial Management", Tata McGraw Hill, 9th Edition, 2012.
2. Prasanna Chandra, "Projects : Planning, Analysis, Financing Implementation and Review", TMH, New Delhi, 2011.

REFERENCE BOOKS:

1. Bodie, Kane, "Marcus : Investment", Tata McGraw Hill, New Delhi, 2010.
2. Brigham E. F & Houston J.F., "Financial Management", Thomson Publications, 9th edition, 2010.
3. I. M. Pandey, "Financial Management", Vikas Publishing House, 10th edition, 2010.
4. M. Y. Khan and P. K. Jain, "Financial Management Text and Problems", Tata McGraw Hill Publishing Co, 2011.
5. Website of IDBI Related to Project Finance

DBA 5036

ENTREPRENEURIAL FINANCE

C	M
2	100

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 I INTRODUCTION - Entrepreneurial finance – meaning – steps in Project formulation, Feasibility report, Business Plan – meaning, needs and content – Factors contributing to successful implementation of Business Plan.

UNIT II LEGAL DIMENSION - Forms of business and their taxation issues – overall view of important Acts having financial implication on business – Companies Act, Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Provident Fund Act, Profession Tax Act, Payment of Gratuity Act, ESI Act, Workmen's Compensation Act, Intellectual Property Rights – meaning and types – Developing IP strategy.

UNIT III PROJECT APPRAISAL, FINANCIAL PLANNING AND ANALYSIS - Project appraisal methods – Payback Period, Accounting Rate of Return, Discounted cash flow techniques – Risk incorporation techniques, Methods of minimizing risks, Overrun analysis, Establishing priorities in capital allocation, Financial planning – Capital structure and Working capital – Methods of estimating costs, Estimating operating revenue and project cost, Errors in cost estimation, Projected Income statement and Balance Sheet, Financial analysis – Fund flow, Cash flow and Ratio analysis, Break even analysis, Leverages, Budget and Budgetary control – Adjustment for inflation, Social Cost Benefit (SCB) analysis – meaning, Difference between Financial and SCB analysis, Mechanism and criticism of SCB analysis.

UNIT IV FINANCING OF VENTURES - Different stages of financing – Seed, Expansion and Mez-zanine – 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.

UNIT V MANAGING GROWTH AND FINANCIAL SICKNESS - Venture life cycle, Growth

sources, Growth strategies and their funding – Franchising, Licensing, Exporting, Joint Ventures, Mergers and Acquisitions, Leveraged Buyouts - Business Valuation – need and approaches, Going public through IPO, Steps involved in issuing IPO, Rating of IPOs, Symptoms and causes of sickness, Rehabilitation measures and Turnaround strategies.

TEXT BOOKS:

1. Arya Kumar, “Entrepreneurship”, Pearson Education, New Delhi, 2012.
2. Gupta S.L. and Arun Mittal, “Entrepreneurship Development”, International Book House Pvt. Ltd., New Delhi, 2011.

REFERENCE BOOKS:

1. Steven Rogers, “Entrepreneurial Finance”, Tata McGraw Gill, New Delhi, 2011.
2. Gupta C.B. and Srinivasan N.P., “Entrepreneurship Development in India”, Sultan Chand and Sons, New Delhi, 2010.
3. Philip J. Adelman, “Entrepreneurial Finance”, Pearson Education, New Delhi, 6th edition, 2013.

**HEALTH SERVICES MANAGEMENT
SEMESTER – III**

DBA 5041 MATERIALS MANAGEMENT AND LOGISTICS IN HEALTH CARE

C	M
2	100

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 II LOGISTICS ROLE IN THE ECONOMY AND THE FIRM - Logistics Management – Role in the economy and in firms – Development of Logistics Management – the Integrated Logistics Management Concept – Logistics and the Marketing function – The total cost concept – Logistics and corporate Profit performance – the financial Impact of Logistics Decision – Conducting a Logistics and Marketing audit – developing a Logistics Strategy - Future Challenges.

UNIT III PURCHASING - Purchasing activities – supplier Selection and Evaluation – Quality Control – forward Buying just – in – time Purchasing- Benefits of JIT Purchasing Research and Planning
– Purchasing cost management Measurement and Evaluation of Purchasing Performance – Order processing and Information systems – Customer order cycle – the communications function – Advanced order Processing systems – Inside Sales /Telemarketing Electronic Data Interchange (EDI) – Integrated Order Processing and the company’s Logistics.

UNIT IV WAREHOUSING - Nature and Importance of Warehousing – type of Warehousing – A comparison of Public and Private warehousing – Warehousing Operations Facility

Development – size and Number of Warehouses – Location Analysis – Warehouse Layout and Design – Package – computer Technology, Information and Warehouse Management – Warehouse Productivity Measurement – Improving Warehouse Productivity.

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:

1. Shakti Gupta, Sunilkanth – Hospital Stores Management, Jaypee Brothers, 2004.
2. Srinivasan A.V. (ed), Managing a modern hospital, Chapters 6, 7, 8, 9, Response Books, New Delhi, 2nd edition, 2008.
3. Gopalakrishna, P., Materials Management, Prentice Hall, New Delhi, 2012.
4. Gopalakrishna, P., Purchasing and Materials Management, Tata MC.Graw Hill, New Delhi, 12th edition, 2006.
5. Prof. L.C. Jhamb, Materials & Logistic Management, Everest Publications, 2005.
6. P. Gopalkrishnan, Stores, Management & Logistics, Sultanchand & Co., New Delhi, 1978.

DBA 5042	MANAGEMENT OF HEALTH CARE SERVICES	C	M
		2	100

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.

UNIT IV LABORATORY SERVICES AND HOUSE KEEPING - Need for managing laboratories- Classification, functions and management of laboratories – Accreditation of laboratory procedure and process – Case studies. Sanitation of hospital environment- Basic and special cleaning –Odor control Waste disposal –Safety – Pest control- Interior decoration – outsourcing hospital housekeeping services.

UNIT V PHARMACY AND INTENSIVE CARE - Location, layout and functions duties of Chief pharmacist – Equipment and facilities – Pricing –Drug information centre. Types of ICU – Functions and Objective – Daily Scheduling –Safety issues and other problems – Major responsibilities of nursing service – Relationship with non- nursing personnel.

REFERENCE BOOKS:

1. Goel, S.L and Kumar, Hospital Supportive Services Deep and Deep Publications, New Delhi, 2004.
2. NHS Guide to Good Practices in Hospital Administration National Health Services, London.
3. Syed Amin Tabish Hospital and Health Services Administration Jaypee Brothers Medical Publishers, New Delhi, 2001.
1. G. D. Kunders Designing for Total Quality in Healthcare Prism Books Pvt., Ltd, Bangalore,2004.

DBA 5043

HEALTH INSURANCE

C	M
2	100

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

COURSE OUTCOME: An understanding of Insurance Products, Significance of Claims, Regulations and Operations in Health Insurance, Application of Insurance Models.

UNIT I INTRODUCTION - History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Product design, Development and Evaluation, current trends in Health Insurance - International and Indian scenario.

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.

UNIT V ACTUARIAL PRINCIPLES AND PREMIUM SETTING - Actuarial Principles – Demography – Survival distributions and life tables – Interest and life contingencies – Loss distribution – Principles of Ratemaking - Data required for Ratemaking – Insurance Models – Application of Models – Current Developments. (Salient Features of above topics)

REFERENCE BOOKS:

1. Kenneth Black, Jr. Harold D.Skipper, Jr, Life and Health Insurance, Pearson Education Pvt. Ltd., Delhi, thirteenth edition, 2003.
2. Board of editors, Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad, 2004.
3. U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press,

- Hyderabad, 2005.
4. Insurance Products, Taxman Publications
 5. Insurance Management - Dave
 6. National Insurance - Monographs on Insurance Management
 7. IRDA Guidelines on Health Insurance - Govt. of India

**HEALTH SERVICES MANAGEMENT
SEMESTER – IV**

DBA 5044

LEGAL ASPECTS OF HEALTH CARE

C	M
2	100

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.

UNIT I INTRODUCTION - Introduction to law – Sources of law – Contract and antitrust – Purpose of contract – Types of contracts – Legality of object – Conditions – Remedies – Contracts of Adhesion – Employment contracts – Restraint of trade – Civil procedure and trial practice – Discovery and examination before trial – Memorandum of law – Evidence – Jury deliberation and determination – Damages – Appeals – Execution of judgments – Corporate liability – Authority of health care corporation – Duties of health care corporations.

UNIT II PERSONNEL - Medical staff – Organization – Privileges – Bylaws – Reappointments – Physician-patient relationship – Nursing and law – Practice of nursing – Nurse licensure – Nurse practice roles - Liability by departments and health care professionals – Ambulatory care centers – Emergency departments – Certification of Health care professionals – Licensing Health care professionals.

UNIT III INFORMATION MANAGEMENT - Introduction – Managing information – Patient consent – Consent definition – Patient self-determination act – Proof of consent – Refusal of treatment – Statutory consent – Consent and judicial intervention – Defence and failure to inform - Legal reporting requirements – Child abuse – Communicable diseases – Births and deaths – Risk management and incident reporting.

UNIT IV PROTECTION - Issues of Procreation – Circuit and district court decisions – Wrongful birth, life, and conception – Patient rights and responsibilities – Patient rights – Admission – Discharge – Transfer – Patient bill of rights – Patient responsibilities – Patient Advocacy – Acquired immune deficiency syndrome – AIDS and health care workers – AIDS and the right to know – The right to treatment – News media and confidentiality – Negligence – Occupational safety and health act.

UNIT V ETHICS - Health care ethics – Ethics committee – End of life issues – Organ donations – Malpractice insurance - Insurance policy – Liability of professional – Medical Liability Insurance – Self insurance – Medical staff insurance coverage – Labour relations – Unions and health care organization – Labour rights – Patients rights during labour disputes – Employment discipline and discharge – Public policy issues – Interference with employment activities – Fairness

REFERENCE BOOKS:

1. George D Pozgar, “Legal Aspects of Health Care”, Ninth edition, Jones and Bartlett Publishers, Inc, 2012.
2. Dana C Mcway, “Legal Aspects of Health Information Management”, Thomson Delmar

DBA 5045

INTERNATIONAL HEALTH MANAGEMENT

C	M
2	100

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 I HEALTHCARE – A GLOBAL PERSPECTIVE - Healthcare challenges – a global perspective- Wide gap in healthcare delivery – Role of International agencies - Healthcare financing in developed and developing countries – Developing National health Accounts – application in developing countries.

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 IV INTELLECTUAL PROPERTY RIGHTS - TRIPS – IPR - The Patent Cooperation Treaty (PCT) – PCT system – PCT for product design – World Intellectual Property Organisation (WIPO) and its role in new patent regime – International Registration of Trademarks

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:

1. Leiyu Shi and Douglas A Singh, Delivering Health Care in America- A systems Approach, Third Edition, Oxford Textbook of Public Health, Volume Three,2011.
2. J.E. Park, Textbook of Preventive and Social Medicine (1997), 15th edition 3. Blane, David, Brunner, Eric, Health and Social Organisation: Towards a health policy for the 21st century, Calrendon Press, 2002.

DBA 5046

MEDICAL EQUIPMENT MANAGEMENT

C	M
2	100

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:

1. Barry, Jay Hazier, Principles of Operations Management, Prentice Hall, New Jersey, 9th edition, 2013.
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, 3. Roger G., Operations Management - Decision Making in Operations Function, RawHill, New Delhi, 1993.
3. I, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, John Wiley & Sons, Singapore, 1987.
4. Lee J. and Larry p. Ritzman, Operations Management - Strategy and Analysis, Wesley Publications, 2002.
5. International Journal of Operations and Quantitative Management, (IJOQM) released by Nirma Institute of Management – Ahmadabad

DBA 5047

MEDICAL TOURISM

C	M
2	100

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 offl ine 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:

1. Milica Z., Bookman Karla R. Bookman, Medical Tourism in Developing Countries , Palgrave Macmillan tm 2007.
2. Raj Pruthi , Medical Tourism in India , Arise Publishers & Distributors, 2006.
3. RNCOS, Opportunities in Medical Tourism in India (2007), RNCOS E-Services Pvt. Ltd., 2006.
4. Michael D. Horowitz Jeffrey A. Rosensweig, Medical Tourism – Health Care in The Global Economy (Trends), Americal College of Physician Executive, 2007.

DBA 5048

MEDICAL WASTE MANAGEMENT

C	M
2	100

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.

- UNIT I **INTRODUCTION**** - Introduction – Defi nition – general and hazardous health care waste – infectious waste – genotoxic waste – waste sharps – bio medical waste – categories – composition of bio medical waste – specifi cation of materials – sources – hospitals – health care establishments – others
- UNIT II **IMPACTS & LEGISLATION AND POLICIES**** - Health impacts – direct and indirect hazards – potential hazards – basic information – infection – infection agents – legislation and policies – bio medical waste handling – rules – CPCB guidelines – BARC guidelines – radioactive waste disposal – WHO guidelines – management in developing countries
- UNIT III **GENERATION AND SEGREGATION**** - Color coding – yellow, red – blue, white – contents of waste bag – label – biomedical waste – minimize – collection and handling – infection control system – needle sticks injury – hospital policy - segregation – decontaminating – disinfection unit – au-toclaving – sharp waste containers – shredding – incrimination – biomedical symbol – microwave – hy-dropulbing – plasma torch
- UNIT IV **TRANSPORTATION, TREATMENT AND DISPOSAL**** - Central storage - Onsite pre treatment – mechanical treatment – chemical disinfection – offsite transportation – offsite and onsite – treatment – common treatment – liquid waste treatment – Conventional treatment – wet thermal technology – incineration – alternative treatment technology – microwave technology - rotaclave system – hydroclave – ETP – process electron beam treatment – plasma pyrolysis – gastifi cation systems - non infectious waste – treatment – composting – rotating jumbling system – French composting - vermi composting – disposal – sharp disposal – deep burial – secured landfi ll

UNIT V **MANAGEMENT ISSUES** - Waste minimization – recycling – re use – health and safety practices – protective equipments usage – occupational health programmers – safety – emergency practices – management – non clinical support devices – hospital waste management – budget allocation – maintenance – records – annual reports

TEXT BOOKS:

1. D.B. Acharya, Meeta Singh, The Book of Hospital Management, Minerva Press, 2003.
2. Mohd Faisal Khan, Hospital Waste Management: Principle and Guidelines, Kanishka Publishers, 2010.

REFERENCE BOOKS:

1. Madhuri Sharma, Hospital Waste Management and its Monitoring, Jaypee Brothers Mediacal Publishers, 2007.
2. Mohammad Mohsin, Hospital : Waste Management, VDM Publishing, 2010.

**OPERATIONS MANAGEMENT
SEMESTER – III**

DBA 5007

SUPPLY CHAIN MANAGEMENT

C	M
2	100

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.

UNIT I **INTRODUCTION** - Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II **STRATEGIC SOURCING** - Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT III **SUPPLY CHAIN NETWORK** - Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV **PLANNING DEMAND, INVENTORY AND SUPPLY** - Managing supply chain cycle inventory. Uncertainty in the supply chain — Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management

UNIT V **CURRENT TRENDS** - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro

Supply Chains.

TEXT BOOKS:

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2012.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 5th edition, 2012.

REFERENCE BOOKS:

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th edition, 2013.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 3rd edition, 2007.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint, 2013.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management-A Balanced Approach, South-Western, Cengage Learning, 3rd edition, 2011.

DBA 5071

LOGISTICS MANAGEMENT

C	M
2	100

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.

UNIT III TRANSPORTATION AND PACKAGING - Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging-Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS - Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

UNIT V CURRENT TRENDS - Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

TEXT BOOKS:

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 4th edition, 2012

2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.

REFERENCE BOOKS:

1. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2012.
3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
4. Pierre David, International Logistics, Biztantra, 2004.
5. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2013.

DBA 5072

PRODUCT DESIGN & DEVELOPMENT

C	M
2	100

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

UNIT I INTRODUCTION - Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II PRODUCT PLANNING - Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.

UNIT III PRODUCT CONCEPT - Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS - Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.

UNIT V PATENTS - Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TEXT BOOKS:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw Hill, Fourth Edition, Reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2nd edition, 2011.

REFERENCE BOOKS:

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

**OPERATIONS MANAGEMENT
SEMESTER – IV**

DBA 5073

PROJECT MANAGEMENT

C	M
2	100

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.

- UNIT I INTRODUCTION TO PROJECT MANAGEMENT** - Project Management – Definition – Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.
- UNIT II PLANNING AND BUDGETING** - The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.
- UNIT III SCHEDULING & RESOURCE ALLOCATION** - PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.
- UNIT IV CONTROL AND COMPLETION** - The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.
- UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT** - Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

TEXT BOOKS:

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2010.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, 4th Edition, Pearson Education, 2012.

REFERENCE BOOKS:

1. Gido and Clements, Successful Project Management, 5th Edition, Thomson Learning, 2011.
2. Harvey Maylor, Project Management, 4th Edition, Pearson Education, 2010.

DBA 5074

ROBUST DESIGN

C	M
2	100

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 - 2K and 3K 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:

1. Douglas. C. Montgomery, Design and Analysis of Experiments, John Wiley and Sons, 8th edition, 2012.
2. Phillip J. Rose, Taguchi techniques for quality engineering, Tata McGraw Hill, 2005.

REFERENCE BOOKS:

1. Nicolo Belavendram, Quality by Design: Taguchi techniques for industrial Experimentation, Prentice Hall 1999.
2. Tapan. P. Bagchi, Taguchi methods explained: Practical steps to Robust Design, PHI, 1993.

DBA 5075

BUSINESS PROCESS MANAGEMENT

C	M
2	100

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 – workflow management

UNIT II PROCESS MODELLING - Concepts and terminologies –six sigma and business process management - business process model abstraction – activity models, process models, process – models, instances and interactions, process orchestrations – control flow patterns – Petri Nets - event process chains – workflow nets – workflow languages – Yet Another – graph based – semantic business process management – business process modeling notation

UNIT III PROCESS CHOREOGRAPHY & QUALITY MANAGEMENT - Terminologies – development phases – design – implementation – choreography modeling in BPMN – properties of business process – data dependencies – object life cycle conformance – soundness – structural – relaxed – weak – lazy – soundness criteria – business process quality management

UNIT IV ARCHITECTURES AND METHODOLOGIES - Workflow management – flexible workflow – resource driven workflow – service enabled process management – service

oriented architecture – BPM and semantic interoperability – dependencies between processes – methodology – phases

UNIT V **BPM AND GOVERNANCE** - Business process governance – BPM governance – process of BPM – business process standardization – expertise in BPM – BPM curriculum - dealing human driven process – knowledge engineering in BPM -cultural change in process management

TEXT BOOKS:

1. Mathias Weske, Business Process Management Concepts, Languages and Architecture, Springer, 2nd edition, 2012
2. Brocke and Rosemann, Handbook on Business Process management 1 Introduction, Methods and Information Systems, Springer, 2012

REFERENCE BOOKS:

1. Brocke and Rosemann, Handbook on Business Process management 2 Strategic Alignment, Governance, People and Culture, Springer, 2012
2. Naresh varma, Business process Management Profiting from Process, Global India Publications, 2009

DBA 5008

MATERIALS MANAGEMENT

C	M
2	100

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 II **MATERIALS PLANNING** - Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

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:

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

REFERENCE BOOKS:

1. Ajay K Garg, Production and Operations Mangement, Tata McGraw Hill , 2012
2. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson Education, Fifth Edition,2013.
3. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

DBA 5076

MAINTENANCE MANAGEMENT

C	M
2	100

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 II **FAILURE DATA ANALYSIS** - MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.

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 IV **MAINTENANCE POLICIES** - Fixed Time Maintenance – Condition based Maintenance. Operate to failure – Opportunity Maintenance – Design out maintenance.

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:

1. Mishtra RC and Pathak K, Maintenance Engineering and Management, PHI, 2nd edition, 2012.
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2005.

REFERENCE BOOKS:

1. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing, 2nd edition, 2013.
2. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited, 1978.

HOSPITALITY AND TOURISM MANAGEMENT

SEMESTER – III

DBA 5051

CULTURE AND ETHOS

C	M
2	100

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

UNIT V VALUE SYSTEMS & ETHOS - Indian ethos for management – value oriented holistic Management Practices – ethical issues in business – Role of Government and corporate in promoting ethical code of conduct – Impact of value in hospitality products design and delivery systems.

TEXT BOOKS:

1. F.r. Allchin, Conservation of Indian Heritage, Cosmo Publications, New Delhi, 2003.
2. David C. Thomas, Cross-Cultural Management- Essential Concepts, Sage Publications, 2nd edition, 2008

REFERENCE BOOKS:

1. S.M.Dewan, Corporate Governance in Public Sector Enterprises, Pearson Longman, 2006.
2. G. Hofstede, Culture and Organizations: Intercultural Cooperation and its Importance for Survival, Harper Collins, London, 2nd edition,2004.
3. Rajiv Desai , Indian Business Culture - An Insider's Guide , Butterworth and Heinemann,1999.

4. Ananda Das Gupta , Human Values in Management , Ashgate Publishing Limited, 2004.

DBA 5052

ROOM DIVISION MANAGEMENT

C	M
2	100

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 II FRONT OFFICE OPERATIONS - Sections and Layout– Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.

UNIT III FRONT OFFICE MANAGEMENT - Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.

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

UNIT V HOUSEKEEPING MANAGEMENT - Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room –Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality

TEXT BOOKS:

1. Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009
2. G.Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Management. Second Edition. Oxford, 2nd edition, 2011

REFERENCE BOOKS:

1. Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012
2. Casado, M. Housekeeping Management. John Wiley and Sons, Inc., 2nd edition, 2011.
3. Ahmed Ismail. Front Office Operations and Management. Cengage Learning. 2008

DBA 5053

TOURISM AND TRAVEL MANAGEMENT

C	M
2	100

COURSE OBJECTIVE: To prepare the learners with knowledge and skills essential know what is tourism, its types and the Nations 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 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 ECO TOURISM** - Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology-Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism

TEXT BOOKS:

1. Foster Dennis L., The Business Of Travel Agency Operations and Administration Macmillan/McGraw, Singapore, 1993.
2. Sunetra Roday, Archana Biwal & Vandana Joshi, Tourism Operations and Management, Oxford University Press, 2009.

REFERENCE BOOKS:

1. Sampad Kumar Swain & Jitendra Mohan Mishra, Tourism principles and practices, Oxford University Press, 2008.

HOSPITALITY AND TOURISM MANAGEMENT

SEMESTER – IV

DBA 5054

FOOD AND BEVERAGE MANAGEMENT

C	M
2	100

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 III PRE – PRODUCTION - Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.

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:

1. Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 2012
2. John A. Cousins, David Foskett, Caillein Gillespie. Food and Beverage Management. Prentice Hall. 2011.

REFERENCE BOOKS:

1. Parvinder S.Bali. Food Production Operations. Oxford. 2011
2. Denney G. Rutherford and Michael J. O’Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2010
3. Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010

DBA 5055

EVENT MANAGEMENT

C	M
2	100

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, out-door 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 and 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:

1. Lynn, Brenda R. Carlos , Event Management, 2004.
2. Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2009.
3. Johnny Allen , William O'Toole , Robert Harris , Ian McDonnell, Festival and Special Event Management, 2010.

REFERENCES BOOKS:

1. Joe Success, Judy, Special Events: A New Generation and the Next Frontier, 6th edition, 2010.
2. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series, 2012.
3. Allison, The Event Marketing Handbook: Beyond Logistics & Planning, 2012.

DBA 5056

FACILITY AND SECURITY MANAGEMENT

C	M
2	100

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 III HEATING, ELECTRICAL, LIGHTING AND LAUNDRY SYSTEMS - Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipment- design factors- maintenance- emerging trends.

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 extraordinary events.

TEXT BOOKS:

1. David M. Stipanuk, Hospitality Facilities Management and Design, The American Hotel & Lodging Educational Institute, 3rd Edition, 2012.
2. Darrell Clifton, Hospitality security- Managing security in today's hotel, lodging, entertainment and tourism environment, CRC Press, Taylor & Francis group, 2012.

REFERENCE BOOKS:

1. Sujit Ghosal, Hotel Engineering, Oxford University Press, NewDelhi, 2011.
2. John Edwards, Applied facilities management for the hospitality industry, Cognella Academic Publishing, 2011.
3. Frank D. Borsenik and Alan T. Stuss, The management of maintenance and engineering system in the hospitality industry, John Wiley & Sons, Inc., New York, 1997.
4. Philip Sloan, Willy Legrand and Joseph S. Chen, Sustainability in the hospitality industry, Butterworth- Heineman, 2013.

DBA 5057

FOOD SAFETY AND QUALITY

C	M
2	100

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 agents, 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:

1. Jacob M. Safe Food Handling: A Training Guide for Managers of Food Service Establishments, Geneva: World Health Organization, 1996.
2. James M. Jay, Martin J. Loessner, David A. Golden, Modern Food Microbiology. Seventh edition. Springer, 2006.

REFERENCE BOOKS:

1. Rangana S. Handbook of analysis and Quality Control for fruits and vegetables. Tata Mc Graw Hill, 1986.
2. World Health Organization, Food borne Disease: A Focus for Health Education. Stylus Pub Llc, 2000.

DBA 5058

DESTINATION MANAGEMENT

C	M
2	100

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 II DESTINATION INTEGRATED SERVICES AND COMMUNICATION - Destination Management Functions -Destination planning guidelines- Destination potential assessment-DM strategies-DM organizations-DM Innovations- Destination Marketing Mix- Destination branding perspectives and challenges.

UNIT III SUSTAINABLE TOURISM - Sustainable Tourism Development: Meaning- Principles-Sustainable Tourism Planning- Approaches to Sustainable Tourism- Alternative tourism-collaboration and partnership- Responsible tourism-Waste Management - Eco-friendly Practices

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

UNIT V EMERGING TRENDS IN DESTINATION MANAGEMENT - Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development-WTO Guidelines for Planners - Role of urban civic bodies: Town planning - Characteristics of rural tourism planning- Environmental Management Systems – Destination Mapping (practical assignment).

TEXT BOOKS:

1. Nigel Morgan, Annette Pritchard & Roger Pride, Destination branding: Creating the Unique Proposition, Butterworth and Heinemann, 2004.

2. C.Gunn, *Tourism Planning: Basic, Concepts and Cases*, Cognizant Publication, 2002.

REFERENCE BOOKS:

1. George Torkildsen, *Leisure and Recreation Management*, Fourth Edition, E & FN Spon, London, 2005.
2. Middleton, V.T.C and Hawkins, R, *Sustainable Tourism: A Marketing Perspective*, Butterworth – Heinemann, Oxford, 1998.
3. Shalini Singh, Dallen J.Timothy & Ross Kingston Dowling, *Tourism in Destination Communities*, CABI Publishing, 2003.