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**Total No. of Credits and Marks**

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*Each credit is equivalent to 30 hours of student study comprising of all learning activities.*
### MBA (Technology Management)
#### Regulations - 2018 Curriculum

#### Semester - I

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**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

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**Total No. of Credits and Marks**: 72, 2800

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### MBA (HUMAN RESOURCE MANAGEMENT) REGULATIONS - 2018 CURRICULUM

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**TOTAL 18 700**

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**TOTAL 18 700**

**Total No. of Credits and Marks 72 2800**

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# MBA (FINANCIAL SERVICES MANAGEMENT)
## REGULATIONS - 2018 CURRICULUM
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**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

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# MBA (HOSPITALITY AND TOURISM MANAGEMENT) REGULATIONS - 2018 CURRICULUM

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**TOTAL** 18 700

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MBA (OPERATIONS MANAGEMENT)
### REGULATIONS - 2018 CURRICULUM

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SEMESTER – I

DBA 5101 MANAGEMENT CONCEPTS

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

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

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

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

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


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

TEXT BOOKS:

REFERENCE BOOKS:

**DBA 5102**

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

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

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

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

**UNIT III** **TESTING OF HYPOTHESIS** - Hypothesis testing: one sample and two samples tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations.


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

**TEXT BOOKS:**


**REFERENCE BOOKS:**

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

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


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

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


TEXT BOOKS:

REFERENCE BOOKS:

DBA 5105  COMMUNICATION SKILLS
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.


TEXT BOOKS:

REFERENCE BOOKS:

DBA 5106 ACCOUNTING FOR MANAGEMENT
COURSE OBJECTIVE: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

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

UNIT I  

UNIT II  

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

UNIT IV  

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

TEXT BOOKS:

REFERENCE BOOKS:

DBA 5107  
LEGAL ASPECTS OF BUSINESS

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

COURSE OUTCOME: Helps students to avoid/resolve legal problems in a variety of business situations.
UNIT I

MERCANTILE AND COMMERCIAL LAW


NEGOTIABLE INSTRUMENTS ACT 1881 - Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

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

UNIT II

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

UNIT III

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

UNIT IV


UNIT V


TEXT BOOKS:


REFERENCE BOOKS:


SEMESTER - II

DBA 5201 PRODUCTION & OPERATIONS MANAGEMENT

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

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


TEXT BOOKS:

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


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


TEXT BOOKS:

REFERENCE BOOKS:

DBA 5203 HUMAN RESOURCE MANAGEMENT

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

**COURSE OUTCOME:** Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


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


**TEXT BOOKS:**


**REFERENCE BOOKS:**


**DBA 5204** **FINANCIAL MANAGEMENT**

**COURSE OBJECTIVE:** To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

**COURSE OUTCOME:** Better Portfolio Management, dividend decisions, Inventory management
and long term financing decisions.

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

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


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

TEXT BOOKS:


REFERENCE BOOKS:

UNIT I


UNIT II


UNIT III

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

UNIT IV


UNIT V

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

TEXT BOOKS:


REFERENCE BOOKS:


DBA 5206 QUALITY MANAGEMENT

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.


UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT - Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Benchmarking and POKA YOKE.


TEXT BOOKS:


REFERENCE BOOKS:


DBA 5207 BUSINESS RESEARCH METHODS

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


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


TEXT BOOKS:


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

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


TEXT BOOKS:

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

SEMESTER – III

DBA 5301  APPLIED OPERATIONS RESEARCH

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),

UNIT III  **INTEGER LINEAR PROGRAMMING AND GAME THEORY** - Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.


UNIT V  **QUEUING THEORY AND REPLACEMENT MODELS** - Queuing Theory - single and Multi-channel models – infi nite number of customers and infi nite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:


REFERENCE BOOKS:


UNIT I  **INTRODUCTION** - International Business –Definition – Internationalizing business-


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

TEXT BOOKS:

DBA 5303 STRATEGIC MANAGEMENT

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

UNIT I  

UNIT II  

UNIT III  

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

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

**TEXT BOOKS:**


**REFERENCE BOOKS:**

DBA 5304 ENTERPRISE RESOURCE PLANNING

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


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


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

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

TEXT BOOKS:

REFERENCE BOOKS:

GENERAL MANAGEMENT

SEMESTER – III

DBA 5001 INTEGRATED MARKETING COMMUNICATIONS

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

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

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


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

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

TEXT BOOKS:


REFERENCE BOOKS:


DBA 5002  CONSUMER BEHAVIOR  

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  

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

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

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

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

TEXT BOOKS:

REFERENCE BOOKS:

DBA 5003  
TRAINING AND DEVELOPMENT

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


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

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

REFERENCE BOOKS:

GENERAL MANAGEMENT

SEMESTER – IV

DBA 5004  INDUSTRIAL RELATIONS AND LABOUR WELFARE

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 V  WELFARE OF SPECIAL CATEGORIES OF LABOUR - Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –
TEXT BOOKS:


REFERENCE BOOKS:


DBA 5005 STRATEGIC INVESTMENT AND FINANCING DECISIONS

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

COURSE OUTCOME: Possess good knowledge in techniques for making strategic investment decision and tackling financial distress


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


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

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

TEXT BOOKS:


REFERENCE BOOKS:
5. Website of IDBI Related to Project Finance.

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

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

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


TEXT BOOKS:


REFERENCE BOOKS:

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

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


TEXT BOOKS:

REFERENCE BOOKS:
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, “Principles of Supply Chain
MATERIALS MANAGEMENT

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

COURSE OUTCOME: Student gains knowledge on effective utilization of materials in manufacturing and service organization.

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


UNIT III INVENTORY MANAGEMENT - Policy Decisions—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 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.

TEXTBOOKS:

REFERENCE BOOKS:

TECHNOLOGY MANAGEMENT

SEMESTER – III

COURSE OBJECTIVE: To understand the technology growth, changes, forecasting techniques,
Assessment and competitiveness.

COURSE OUTCOME: To adopt recent technological changes, Assess alternatives and Compete in Industry.

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

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


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

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

REFERENCE BOOKS:

DBA 5012 TECHNOLOGY COMMERCIALISATION AND TRANSFER

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


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  

**REFERENCE BOOKS:**


DBA 5013  
**RESEARCH AND DEVELOPMENT MANAGEMENT**

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**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**  

**TEXT BOOKS:**


**REFERENCE BOOKS:**


**TECHNOLOGY MANAGEMENT**  
SEMESTER – IV

**DBA 5014 INTELLECTUAL PROPERTY RIGHTS**

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**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**  

**UNIT II**  

**UNIT III**  

**UNIT IV**  
**COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS**  
- Copyrights and related rights - Trade Marks and rights arising from Trademark
registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret,

UNIT V  **LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS** - Infringement of Patents and Remedies. Modification of granted patents. Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

REFERENCE BOOKS:


DBA 5015  **MANAGING TECHNOLOGICAL INNOVATION**

COURSE OBJECTIVE: To understand Innovation types, Technology Change, Innovation Strategy, Management and Entrepreneurship.

COURSE OUTCOME: Creativity Techniques, Entrepreneurs opportunities, Formulating innovation strategy.

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

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

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


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

REFERENCE BOOKS:


DBA 5016 E-BUSINESS MANAGEMENT

COURSE OBJECTIVE: To understand the practices and technology to start an online business

COURSE OUTCOME: To know how to build and manage an e-business


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

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


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

TEXT BOOKS:


REFERENCE BOOKS:

## DBA 5017  SOFTWARE PROJECT AND QUALITY MANAGEMENT  

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### 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

#### 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

#### UNIT IV

#### UNIT V

### TEXT BOOKS:

### REFERENCE BOOKS:

## DBA 5018  DATA MINING & BUSINESS INTELLIGENCE  

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### COURSE OBJECTIVE:
To know how to derive meaning from huge volume of data and information. To understand how knowledge discovering process is used in business decision making.
COURSE OUTCOME: Big Data Management. Appreciate the techniques of knowledge discovery for business applications.

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

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

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

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

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

TEXT BOOKS:

REFERENCE BOOKS:
7. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011.

MARKETING MANAGEMENT
SEMESTER – III

DBA 5061 MARKETING RESEARCH

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

COURSE OUTCOME: To successfully identify the methods for product launch after a market analysis.


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

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

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

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

TEXT BOOKS:


REFERENCE BOOKS:

COURSE OBJECTIVE: To understand the methods of managing brands and strategies for brand management.

COURSE OUTCOME: To successfully establish and sustain brands and lead to extensions.

UNIT I  

UNIT II  

UNIT III  
BRAND COMMUNICATIONS - Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – Online 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  

TEXT BOOKS:


REFERENCE BOOKS:


DBA 5063  RETAIL MANAGEMENT

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  

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


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

TEXT BOOKS:


REFERENCE BOOKS:

6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent Solution.

MARKETING MANAGEMENT  
SEMESTER – IV  

DBA 5064  SERVICES MARKETING  

COURSE OBJECTIVE: To understand the meaning of services and the significance of marketing the services.

COURSE OUTCOME: Will be able to apply the concepts of services marketing in promoting services.


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


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


TEXT BOOKS:

REFERENCE BOOKS:

DBA 5001 INTEGRATED MARKETING COMMUNICATIONS

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

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

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

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


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

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


REFERENCE BOOKS:


DBA 5002 CONSUMER BEHAVIOR

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

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

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

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

TEXT BOOKS :


REFERENCE BOOKS:


DBA 5065 CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OBJECTIVE: To understand the need and importance of maintaining a good customer relationship.

COURSE OUTCOME: To use strategic customer acquisition and retention techniques in CRM.


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


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

TEXT BOOKS:

REFERENCE BOOKS:

DBA 5066 MARKETING ANALYTICS

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

COURSE OUTCOME: To apply analytics concepts in marketing.


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

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


REFERENCE BOOKS:


HUMAN RESOURCE MANAGEMENT SEMESTER – III

DBA 5021 MANAGERIAL BEHAVIOR AND EFFECTIVENESS

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**  

**UNIT II**  

**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**  

**REFERENCE BOOKS:**


**DBA 5022**  
**STRATEGIC HRM & DEVELOPMENT**

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**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**  
UNIT II  

UNIT III  

UNIT IV  

UNIT V  

TEXT BOOKS:

REFERENCE BOOKS:

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.


REFERENCE BOOKS:

HUMAN RESOURCE MANAGEMENT
SEMESTER – IV

DBA 5003  TRAINING AND DEVELOPMENT

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

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


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

UNIT III  DESIGN OF TRAINING PROGRAMS - Linking training needs and objectives of various theories of learning and methods of training – Learning cycles – factors for fixing

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:


DBA 5004 INDUSTRIAL RELATIONS AND LABOUR WELFARE

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

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

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


TEXT BOOKS:

REFERENCE BOOKS:

DBA 5024 ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT

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

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


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


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:
2012.

REFERENCE BOOKS:


DBA 5025 SOCIAL PSYCHOLOGY

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

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

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

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


TEXT BOOKS:


REFERENCE BOOKS:

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

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


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


REFERENCE BOOKS:

FINANCIAL SERVICES MANAGEMENT

SEMESTER – III

COURSE OBJECTIVES: Grasp how banks raise their sources and how they deploy it and manage the associated risks. Understand e-banking and the threats that go with it.
COURSE OUTCOMES: Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.


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

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

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


TEXT BOOKS:

REFERENCE BOOKS:

DBA 5031 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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

TEXT BOOKS:

REFERENCE BOOKS:

DBA 5032  HIRE PURCHASE, LEASING AND VENTURE CAPITAL

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 II  

UNIT III  

UNIT IV  

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:


FINANCIAL SERVICES MANAGEMENT
SEMESTER – IV

DBA 5033  
INSURANCE AND RISK MANAGEMENT

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  

UNIT III  

UNIT IV  
INTRODUCTION TO INSURANCE - General Insurance – Principles of general insurance
UNIT V


TEXT BOOKS:


REFERENCE BOOKS:

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


TEXT BOOKS:

REFERENCE BOOKS:
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 IV SWAPS - Deﬁ nition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency
UNIT V


**TEXT BOOKS:**

2. Keith Redhead, *“Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs”*, PHI Learning, 2011.

**REFERENCE BOOKS:**

5. Website of NSE, BSE.

**COURSE OBJECTIVES:**

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

**COURSE OUTCOME:**

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

**UNIT 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:

REFERENCE BOOKS:
5. Website of IDBI Related to Project Finance

COURSE OBJECTIVE:
This course examines the corporate finance issues confronting entrepreneurial firms. The primary areas of study for the course are: financial forecasting, identification and evaluation of real options, assessment of financial needs, and valuation.

COURSE OUTCOME:
This course is intended to be 'hands on' and provide a theoretical framework useful for addressing typical financial issues of entrepreneurial ventures.

UNIT I

UNIT II

UNIT III

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

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:


REFERENCE BOOKS:


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:


DBA 5042 MANAGEMENT OF HEALTH CARE SERVICES

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


REFERENCE BOOKS:


DBA 5043  HEALTH INSURANCE

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


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

UNIT III  REGULATION AND OPERATIONS IN HEALTH INSURANCE - The Insurance Act 1938, IRDA- 1999, Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.

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


REFERENCE BOOKS:

3. U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press,
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

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE BOOKS:
2. Dana C Mcway, “Legal Aspects of Health Information Management”, Thomson Delmar
COURSE OBJECTIVE: To know and understand the international health Scenario and healthcare delivery process and also to develop perspectives for health product and services to go global.

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


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

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


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

REFERENCE BOOKS:


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

COURSE OUTCOME: Imbibes knowledge on advanced technology in diagnostics and Therapeutics, Quality control applications in Hospital.
UNIT I  INTRODUCTION TO MEDICAL EQUIPMENT - List of common medical equipments, Justification of purchase proposal, hospital need assessment, Equipment selection guideline, estimation of cost and planning, purchase, installation, commissioning, Replacement and buy back policy, International and indigenous standards

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

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

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

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

REFERENCE BOOKS:

5. International Journal of Operations and Quantitative Management, (IJOQM) released by Nirma Institute of Management – Ahmadabad

DBA 5047  MEDICAL TOURISM

COURSE OBJECTIVE: To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists.

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

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

UNIT II  MACRO PERSPECTIVE - Effects of medical tourism in nation’s economy – development of supporting services for medical tourism – role of government – Private sector – voluntary agencies in promotion of medical tourism.
UNIT III MARKETING STRATEGY - Strategy formulation to attract and retain national and global medical tourists – Positioning of Indian medical services – Traditional and nontraditional – Pricing of Medical Services.

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

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

REFERENCE BOOKS:

1. Milica Z., Bookman Karla R. Bookman, Medical Tourism in Developing Countries, Palgrave Macmillian tm 2007.

DBA 5048 MEDICAL WASTE MANAGEMENT

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

COURSE OUTCOME: Ensuring waste being recycled/disposed safely by proper guidelines.


TEXT BOOKS:


REFERENCE BOOKS:


OPERATIONS MANAGEMENT
SEMIESTER – III

DBA 5007  SUPPLY CHAIN MANAGEMENT

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.


Supply Chains.

TEXT BOOKS:

REFERENCE BOOKS:

DBA 5071 LOGISTICS MANAGEMENT

COURSE OBJECTIVE: To learn the need and importance of logistics in product flow.

COURSE OUTCOME: To enable an efficient method of moving products with optimization of time and cost.

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

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


TEXT BOOKS:

REFERENCE BOOKS:


DBA 5072 PRODUCT DESIGN & DEVELOPMENT

COURSE OBJECTIVE: Understand the application of structured methods to develop a product

COURSE OUTCOME: Student gains knowledge on how a product is designed based on the needs of a customer


TEXT BOOKS:


REFERENCE BOOKS:

COURSE OBJECTIVE: To learn the concepts of managing projects.

COURSE OUTCOME: To apply project management principles in business situations to optimize resource utilization and time optimization.


TEXT BOOKS:


REFERENCE BOOKS:


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

UNIT IV ORTHOGONAL EXPERIMENTS - Comparison of classical and Taguchi's approach - Selection and application of orthogonal arrays for design - Conduct of experiments - collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

UNIT V MAKING THE DESIGN ROBUST - Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

TEXT BOOKS:

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


TEXT BOOKS:


REFERENCE BOOKS:


DBA 5008 MATERIALS MANAGEMENT

COURSE OBJECTIVE: To understand how material management should be considered for profitability

COURSE OUTCOME: Student gains knowledge on effective utilization of materials in manufacturing and service organisation

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


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

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

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

TEXT BOOKS:

REFERENCE BOOKS:


DBA 5076 MAINTENANCE MANAGEMENT

COURSE OBJECTIVE:
To understand maintenance strategies, Failure time Distributions, Overhaul and Repair, Recent techniques on maintenance.

COURSE OUTCOME:
Maintainability Prediction, Designing Maintenance Policies, Reengineering Maintenance process.

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


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


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

TEXT BOOKS:


REFERENCE BOOKS:


HOSPITALITY AND TOURISM MANAGEMENT
SEMESTER – III

DBA 5051 CULTURE AND ETHOS

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

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

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

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

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

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


TEXT BOOKS:


REFERENCE BOOKS:

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

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

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


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


TEXT BOOKS:

REFERENCE BOOKS:
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-fl edged 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-Visting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism-Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism-Tourism Products and types.


TEXT BOOKS:

REFERENCE BOOKS:

HOSPITALITY AND TOURISM MANAGEMENT

SEMESTER – IV

DBA 5054  FOOD AND BEVERAGE MANAGEMENT

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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 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 – fi nancial marketing and catering – control and performance management

TEXT BOOKS:

REFERENCE BOOKS:

DBA 5055 EVENT MANAGEMENT

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-Offi ce and On-Site Ethics and Business Etiquette Policies.

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

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

TEXT BOOKS:


REFERENCES BOOKS:


DBA 5056  FACILITY AND SECURITY MANAGEMENT

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

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

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

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

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

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

TEXT BOOKS:


REFERENCE BOOKS:


DBA 5057  FOOD SAFETY AND QUALITY

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 workplace 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:**


**REFERENCE BOOKS:**


**DBA 5058  DESTINATION MANAGEMENT**

**COURSE OBJECTIVE:** To prepare the learners with knowledge and skills essential to study and plan according to the different destination to suit their need

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

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


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


**TEXT BOOKS:**


**REFERENCE BOOKS:**