

**ANNA UNIVERSITY : : CHENNAICENTRE**  
**FOR DISTANCE**  
**EDUCATIONREGULATIONS-2023**  
**M.B.A. CURICULUM OF I TO IV SEMESTERS**

**MBA (GENERAL MANAGEMENT)**  
**REGULATIONS - 2023 CURRICULUM**

**SEMESTER-I**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8101	Management Concepts and Organization Behavior	4	100
2.	DBA8102	Statistical Methods for Decision Making	4	100
3.	DBA8103	Managerial Economics	3	100
4.	DBA8104	Accounting for Decision Making	4	100
5.	DBA8105	Legal Aspects for Business	3	100
6.	DBA8106	Communication Skills	3	100
7.	DBA8107	Entrepreneurship Development	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-II**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8201	Financial Management	4	100
2.	DBA8202	Operations Management	4	100
3.	DBA8203	Human Resource Management	3	100
4.	DBA8204	Information Management	3	100
5.	DBA8205	Quantitative Techniques for Decision Making	4	100
6.	DBA8206	Marketing Management	3	100
7.	DBA8207	Event Management	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-III**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8301	Business Research Methods	4	100
2.	DBA8302	International Business	4	100
3.	DBA8303	Strategic Management	4	100
4.	DBA8001	Consumer Behaviour	3	100
5.	DBA8002	Strategic Human Resource Management	3	100
6.	DBA8003	Indian Banking Financial System	3	100
7.	DBA8004	Supply Chain Management	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-IV**

<b>S.No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits*</b>	<b>Marks</b>
1.	DBA8005	Business Analytics	3	100
2.	DBA8006	Managing Technology Innovation	3	100
3.	DBA8411	Project Work	12	400
		<b>TOTAL</b>	<b>18</b>	<b>600</b>
		<b>Total No.of Credits and Marks</b>	<b>90</b>	<b>2700</b>

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

**MBA (MARKETING MANAGEMENT)  
REGULATIONS - 2023 CURRICULUM  
SEMESTER-I**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8101	Management Concepts and Organization Behavior	4	100
2.	DBA8102	Statistical Methods for Decision Making	4	100
3.	DBA8103	Managerial Economics	3	100
4.	DBA8104	Accounting for Decision Making	4	100
5.	DBA8105	Legal Aspects for Business	3	100
6.	DBA8106	Communication Skills	3	100
7.	DBA8107	Entrepreneurship Development	3	100
<b>TOTAL</b>			<b>24</b>	<b>700</b>

**SEMESTER-II**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8201	Financial Management	4	100
2.	DBA8202	Operations Management	4	100
3.	DBA8203	Human Resource Management	3	100
4.	DBA8204	Information Management	3	100
5.	DBA8205	Quantitative Techniques for Decision Making	4	100
6.	DBA8206	Marketing Management	3	100
7.	DBA8207	Event Management	3	100
<b>TOTAL</b>			<b>24</b>	<b>700</b>

**SEMESTER-III**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8301	Business Research Methods	4	100
2.	DBA8302	International Business	4	100
3.	DBA8303	Strategic Management	4	100
4.	DBA8007	Retail Marketing	3	100
5.	DBA8001	Consumer Behaviour	3	100
6.	DBA8008	Product & Brand Management	3	100
7.	DBA8009	Integrated Marketing Communication	3	100
<b>TOTAL</b>			<b>24</b>	<b>700</b>

**SEMESTER-IV**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8010	Customer Engagement Marketing	3	100
2.	DBA8011	Digital Marketing	3	100
3.	DBA8411	Project Work	12	400
<b>TOTAL</b>			<b>18</b>	<b>600</b>
<b>Total No.of Credits and Marks</b>			<b>90</b>	<b>2700</b>

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**MBA (HUMAN RESOURCE MANAGEMENT)****REGULATIONS - 2023 CURRICULUM****SEMESTER-I**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8101	Management Concepts and Organization Behavior	4	100
2.	DBA8102	Statistical Methods for Decision Making	4	100
3.	DBA8103	Managerial Economics	3	100
4.	DBA8104	Accounting for Decision Making	4	100
5.	DBA8105	Legal Aspects for Business	3	100
6.	DBA8106	Communication Skills	3	100
7.	DBA8107	Entrepreneurship Development	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-II**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8201	Financial Management	4	100
2.	DBA8202	Operations Management	4	100
3.	DBA8203	Human Resource Management	3	100
4.	DBA8204	Information Management	3	100
5.	DBA8205	Quantitative Techniques for decision making	4	100
6.	DBA8206	Marketing Management	3	100
7.	DBA8207	Event Management	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-III**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8301	Business Research Methods	4	100
2.	DBA8302	International Business	4	100
3.	DBA8303	Strategic Management	4	100
4.	DBA8012	Training & Development	3	100
5.	DBA8013	Performance Management	3	100
6.	DBA8014	Emotional Intelligence for Managerial Effectiveness	3	100
7.	DBA8002	Strategic Human Resource Management	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-IV**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8015	Talent Management	3	100
2.	DBA8016	Industrial Relations and Labour Legislations	3	100
3.	DBA8411	Project Work	12	400
		<b>TOTAL</b>	<b>18</b>	<b>600</b>
		<b>Total No.of Credits and Marks</b>	<b>90</b>	<b>2700</b>

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

**M.B.A (FINANCIAL SERVICES MANAGEMENT)****REGULATIONS - 2023 CURRICULUM****SEMESTER-I**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8101	Management Concepts and Organization Behavior	4	100
2.	DBA8102	Statistical Methods for Decision Making	4	100
3.	DBA8103	Managerial Economics	3	100
4.	DBA8104	Accounting for Decision Making	4	100
5.	DBA8105	Legal Aspects for Business	3	100
6.	DBA8106	Communication Skills	3	100
7.	DBA8107	Entrepreneurship Development	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-II**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8201	Financial Management	4	100
2.	DBA8202	Operations Management	4	100
3.	DBA8203	Human Resource Management	3	100
4.	DBA8204	Information Management	3	100
5.	DBA8205	Quantitative Techniques for Decision Making	4	100
6.	DBA8206	Marketing Management	3	100
7.	DBA8207	Event Management	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-III**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8301	Business Research Methods	4	100
2.	DBA8302	International Business	4	100
3.	DBA8303	Strategic Management	4	100
4.	DBA8003	Indian Banking Financial System	3	100
5.	DBA8017	Financial Planning and Wealth Management	3	100
6.	DBA8018	Security Analysis & Portfolio Management	3	100
7.	DBA8019	Financial Derivatives	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-IV**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8020	Behavioural Finance	3	100
2.	DBA8021	International Finance	3	100
3.	DBA8411	Project Work	12	400
		<b>TOTAL</b>	<b>18</b>	<b>600</b>
		<b>Total No.of Credits and Marks</b>	<b>90</b>	<b>2700</b>

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

**MBA (TECHNOLOGY MANAGEMENT)**  
**REGULATIONS - 2023 CURRICULUM**  
**SEMESTER-I**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8101	Management Concepts and Organization Behavior	4	100
2.	DBA8102	Statistical Methods for Decision Making	4	100
3.	DBA8103	Managerial Economics	3	100
4.	DBA8104	Accounting for Decision Making	4	100
5.	DBA8105	Legal Aspects for Business	3	100
6.	DBA8106	Communication Skills	3	100
7.	DBA8107	Entrepreneurship Development	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-II**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8201	Financial Management	4	100
2.	DBA8202	Operations Management	4	100
3.	DBA8203	Human Resource Management	3	100
4.	DBA8204	Information Management	3	100
5.	DBA8205	Quantitative Techniques for Decision Making	4	100
6.	DBA8206	Marketing Management	3	100
7.	DBA8207	Event Management	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-III**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8301	Business Research Methods	4	100
2.	DBA8302	International Business	4	100
3.	DBA8303	Strategic Management	4	100
4.	DBA8022	Technology Forecasting Assessment	3	100
5.	DBA8023	Technology Commercialization & Transfer	3	100
6.	DBA8024	E-Business Management	3	100
7.	DBA8006	Managing Technology Innovation	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-IV**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8025	Intellectual Property Rights	3	100
2.	DBA8026	Research and Development Management	3	100
3.	DBA8411	Project Work	12	400
		<b>TOTAL</b>	<b>18</b>	<b>600</b>
		<b>Total No.of Credits and Marks</b>	<b>90</b>	<b>2700</b>

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**MBA (OPERATIONS MANAGEMENT)  
REGULATIONS – 2023  
CURRICULUM  
SEMESTER-I**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8101	Management Concepts and Organization Behavior	4	100
2.	DBA8102	Statistical Methods for Decision Making	4	100
3.	DBA8103	Managerial Economics	3	100
4.	DBA8104	Accounting for Decision Making	4	100
5.	DBA8105	Legal Aspects for Business	3	100
6.	DBA8106	Communication Skills	3	100
7.	DBA8107	Entrepreneurship Development	3	100
<b>TOTAL</b>			<b>24</b>	<b>700</b>

**SEMESTER-II**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8201	Financial Management	4	100
2.	DBA8202	Operations Management	4	100
3.	DBA8203	Human Resource Management	3	100
4.	DBA8204	Information Management	3	100
5.	DBA8205	Quantitative Techniques for Decision Making	4	100
6.	DBA8206	Marketing Management	3	100
7.	DBA8207	Event Management	3	100
<b>TOTAL</b>			<b>24</b>	<b>700</b>

**SEMESTER-III**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8301	Business Research Methods	4	100
2.	DBA8302	International Business	4	100
3.	DBA8303	Strategic Management	4	100
4.	DBA8027	Product Design and Development	3	100
5.	DBA8028	Materials Management	3	100
6.	DBA8004	Supply Chain Management	3	100
7.	DBA8029	Services Operations Management	3	100
<b>TOTAL</b>			<b>24</b>	<b>700</b>

**SEMESTER-IV**

S.No.	Course Code	Course Title	Credits*	Marks
1.	DBA8030	Project Management	3	100
2.	DBA8031	Logistics Management	3	100
3.	DBA8411	Project Work	12	400
<b>TOTAL</b>			<b>18</b>	<b>600</b>
<b>Total No.of Credits and Marks</b>			<b>90</b>	<b>2700</b>

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

**MBA (HEALTHSERVICES MANAGEMENT)  
REGULATIONS- 2023 CURRICULUM**

**SEMESTER-I**

<b>S.No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits*</b>	<b>Marks</b>
1.	DBA8101	Management Concepts and Organization Behavior	4	100
2.	DBA8102	Statistical Methods for Decision Making	4	100
3.	DBA8103	Managerial Economics	3	100
4.	DBA8104	Accounting for Decision Making	4	100
5.	DBA8105	Legal Aspects for Business	3	100
6.	DBA8106	Communication Skills	3	100
7.	DBA8107	Entrepreneurship Development	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-II**

<b>S.No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits*</b>	<b>Marks</b>
1.	DBA8201	Financial Management	4	100
2.	DBA8202	Operations Management	4	100
3.	DBA8203	Human Resource Management	3	100
4.	DBA8204	Information Management	3	100
5.	DBA8205	Quantitative Techniques for Decision Making	4	100
6.	DBA8206	Marketing Management	3	100
7.	DBA8207	Event Management	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-III**

<b>S.No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits*</b>	<b>Marks</b>
1.	DBA8301	Business Research Methods	4	100
2.	DBA8302	International Business	4	100
3.	DBA8303	Strategic Management	4	100
4.	DBA8032	Hospital Planning and Administration	3	100
5.	DBA8033	Management of Health Care Services	3	100
6.	DBA8034	Medical Equipment Management	3	100
7.	DBA8035	Hospital Support Services	3	100
		<b>TOTAL</b>	<b>24</b>	<b>700</b>

**SEMESTER-IV**

<b>S.No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits*</b>	<b>Marks</b>
1.	DBA8036	Medical Tourism	3	100
2.	DBA8037	Medical Waste Management	3	100
3.	DBA8411	Project Work	12	400
		<b>TOTAL</b>	<b>18</b>	<b>600</b>
		<b>Total No.of Credits and Marks</b>	<b>90</b>	<b>2700</b>

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**ANNEXURE-I**  
**ANNA UNIVERSITY : : CHENNAI CENTRE FOR DISTANCE EDUCATION REGULATIONS-2023**  
**MBA SYLLABUS I, II, III & IV SEMESTERS (I & II SEMESTERS COMMON)**

**SEMESTER-I**  
**MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR**  
**DBA8101**

<b>C</b>	<b>M</b>
<b>4</b>	<b>100</b>

**OBJECTIVES:**

- To familiarize the Learners to the basic concepts of management in order to aid In understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
- To acquaint the learners with the fundamentals of managing business and to understand individual and group behavior at work places as to improve the effectiveness of an organization. The course will use and focus on Indian experience, approaches and cases.

**UNIT I NATURE AND THEORIES OF MANAGEMENT** - Evolution of management Thought - Classical, Behavioral and Management Science Approaches Management-meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era-Contribution of F.W. Taylor, Henri Fayol, Neo Classical - Mayo & Hawthorne Experiments. Modern era-system & contingency approach managerial skills.

**UNIT II PLANNING AND ORGANISING-** Planning- Steps in Planning Process Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by OBJECTIVE(MBO) - Policies and Strategies - Scope and Formulation Decision Making-Types, Techniques and Processes. Organization Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation Inter departmental Coordination-Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.

**UNIT III INDIVIDUAL BEHAVIOUR-** Meaning of Organizational behavior, contributing disciplines importance of organizational behavior, Perception and Learning-Personality and individual differences motivation theories and Job Performance Values. Attitudes and Beliefs Communication Types-Process- Barriers Making Communication Effective.

**UNIT IV GROUP BEHAVIOUR-** Groups and Teams:

Definition, Difference between groups and teams. Stages of Group Development - Group Cohesiveness. Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organizational Structure Organizational Climate and Culture, Conflict: concept, sources. Types, Stages of Organizational Structure Organizational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organizational Change and Development.

**UNITY**            **EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR** - Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures -Conditions affecting cross cultural organizational operations, Managing International Work force, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.

**OUTCOMES:**

The Learners should be able

1. To describe and discuss the element of effective management.
2. Discuss and apply the planning organizing and control processes.
3. Describe various theories related to the development of leadership skills, motivation techniques team work and effective communication.
4. Communicate effectively through both oral and written presentation.
5. Learners will have a better understanding of human behavior in organization.
6. They will know the framework for managing individual and group performance.

**REFERENCES:**

1. Andrew J. Dubrin, Essentials of Management, Thomson South-western,9<sup>th</sup>edition,2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearsoneducation,12<sup>th</sup> edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective,9<sup>th</sup> edition, TataMcGraw- Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition,2007.
5. Stephen P, Robins, Organizational Behavior, PHI Learning / Pearson Eduction, 11<sup>th</sup> edition, 2008.
6. Fred Luthans, Organizational Behavior, McGraw Hill,12<sup>th</sup> Edition, 2010.
7. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management-Acompetency-based approach, Thompson South Western,11<sup>th</sup>edition, 2008.
8. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective. Tata NcGrawHill, 12<sup>th</sup> edition, 2008.
9. Stephen P. Robbins, DavidA. DeCenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.
10. McShane & VonGlinov, Organisational Behavior,4<sup>th</sup> Edition,Tata McGraw Hill,2007.
11. Nelson, Quick, Khandelwal. ORGB An innovative approach to learning and teaching. Cengagelearning.2<sup>nd</sup> edition. 2012
12. Ivancevich, Konopaske & Maheson, Oranisational Behavior & Management, 7<sup>th</sup> edition, Tata McGraw Hill,2008.
13. UdaiPareek, Understanding Organisational Behavior,3<sup>rd</sup> Edition,Oxford Higher Education, 2

**STATISTICAL METHODS FOR DECISION MAKING  
DBA 8102**

<b>C</b>	<b>M</b>
<b>4</b>	<b>100</b>

**OBJECTIVES:**

- To learn the applications of statistics in business decision making.

**UNIT I INTRODUCTION-** Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem and random variables. Probability, distributions: Binomial, Poisson, Uniform and Normal distributions.

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

**UNIT III TESTING OF HYPOTHESIS-PARAMETRIC TESTS**-Hypothesis testing: one sample and two sample 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. ANOVA one and two way.

**UNIT IV NON - PARAMETRIC TESTS** - Chi square test for single sample standard deviation. Chi - square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov - Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test.

**UNIT V CORRELATION AND REGRESSION**-Correlation-Coefficient of Determination -Rank Correlation - Simple Regression - Estimation of Regression line-Method of Least Squares-Standard Error of estimate.

**OUTCOMES:**

1. To facilitate objective solutions in business decision making.
2. To understand and solve business problems.
3. To apply statistical techniques to datasets, and correctly interpret the results.
4. To develop skill-set that is in demand in both the research and business environments
5. To enable the students to apply the statistical techniques in a work setting.

**REFERENCES:**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7<sup>th</sup> Edition, 2011.
2. Prem. S. Mann, Introductory Statistics, Wiley Publications, 2013.
3. Srivatsava TN & Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
4. Ken Black, Applied Business Statistics, 7<sup>th</sup> Edition, Wiley India Edition, 2012.
5. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> edition, Thomson (South-Western) Asia, Singapore, 2012.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

<b>C</b>	<b>M</b>
<b>3</b>	<b>100</b>

## MANAGERIAL ECONOMICS

DBA8103

### OBJECTIVES:

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization to describe principles of macroeconomic to have the understanding of economic environment of business.

**UNIT II 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 - Microeconomics and Macroeconomics - 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 behavior - consumer equilibrium - Approaches to consumer behavior - 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 - MACROECONOMIC** - Macro-economic aggregates - circular flow of macroeconomic activity - National income determination - Aggregate demand and supply - Macro economic 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 its 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.

**OUTCOMES:**

1. To introduce the concepts of scarcity and efficiency.
2. To explain principles of microeconomics relevant to managing an organization.
3. To describe principles of macroeconomics.
4. To have the understanding of economic environment of business.
5. To study about the policies to regulate economic variables.

**REFERENCES:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2011
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 8<sup>th</sup> edition, Thomson Learning, New Delhi, 2016.
4. Richard Lipsey and Alec Charystal, Economics, 12<sup>th</sup> edition, Oxford University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. Fair, Principles of Economics, 7<sup>th</sup> edition, Pearson Education Asia, New Delhi, 2003.
6. Panneerselvam R., Engineering Economics, Second Edition, PHI Learning, 2013.

**ACCOUNTING FOR DECISION MAKING  
DBA8104**

<b>C</b>	<b>M</b>
<b>4</b>	<b>100</b>

**OBJECTIVES:**

- Acquire a reasonable knowledge in accounts analysis and evaluate financial statements

**UNIT I FINANCIAL ACCOUNTING**-Introduction to Financial, Cost and Management Accounting - Generally accepted accounting principles - Double Entry System - Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements.

**UNIT II ANALYSIS OF FINANCIAL STATEMENTS** - Financial ratio analysis, Interpretation of ratio for financial decisions-Dupont Ratios Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis-Trend Analysis.

**UNIT III COST ACCOUNTING** -Cost Accounts - Classification of costs - Job cost sheet- Job order costing Process costing-(excluding Interdepartmental Transfers and equivalent production) - Joint and By Product Costing - Activity Based Costing, Target Costing.

**UNIT IV MARGINAL COSTING** -Marginal Costing and profit planning - Cost, Volume, Profit Analysis - Break Even Analysis -Decision making problems - Make or Buy decisions Determination of sales mix - Exploring new markets - Add or drop products- Expand or contract.

**UNIT V BUDGETING AND VARIANCE ANALYSIS** - Budgetary Control - Sales, Production, Cash flow, fixed and flexible budget - Standard costing and Variance Analysis- (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.

**OUTCOMES:**

1. A thorough ground of financial accounting concepts.
2. Preparation of financial statement analysis.
3. Understand the management and cost accounting techniques.
4. Apply the management and cost accounting techniques for decision making.
5. Assess the accountancy standards of practices in India.

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7. N.M. Singhvi, Ruzbeh J. Bodhanwala, Management Accounting- Text and cases, 3



**LEGAL ASPECTS FOR BUSINESS**  
**DBA 8105**

<b>C</b>	<b>M</b>
<b>3</b>	<b>100</b>

**OBJECTIVES:**

- The objective of this course is to familiarize the Learners with various laws that will help them to refine their understanding of how law affects the different aspects of business.

**UNIT I                    COMMERCIAL LAW THE INDIAN CONTRACT ACT 1872**-Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts -Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. THE SALE OF GOODS ACT 1930: Nature of Sales contract, Documents of title, risk loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.

**Negotiable Instruments Act 1881**-Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules of Cheque and drafts, discharge of negotiable instruments.

**UNIT II                    COMPANY LAW AND COMPETITION ACT COMPANY ACT 1956 & 2013** 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. Competition Act 2002: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

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

**UNIT IV                    CORPORATE TAX & GST** - Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.

**UNIT V                    CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS** - Consumer Protection Act - Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Mechanisms and Forums- Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws - Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement - Copy rights, Trademarks, Patent Act, Right to Information Act,

2005.

**OUTCOMES:**

1. Understand the fundamental legal principles in developing various contracts and commercial law in the business world.
2. Identify the common forms of business associations and elements of Corporate Governance
3. Develop insights regarding the laws related to industrial environment
4. Ability to understand the fundamental of corporate tax and GST
5. Understand the role of consumer rights and cyber law in the modern business environment.

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1. N.D.Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2017.
2. P.K.Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
3. Akhileshwar Pathack, Legal Aspect of Business, 4<sup>th</sup> Edition, Tata McGraw Hill, 2018.
4. Kumar, Ravinder (2016). Legal Aspect of Business, 4/e; New Delhi: Cengage Learning
5. Text Book of Indirect Tax - Sinha P. K Dr. Vinod Singhanian, Taxman Publication, New Delhi
6. GST Manual with GST Law Guide & GST Practice Referencer (Set of 2 Volumes) (10<sup>th</sup> Edition, October 2018) Paperback - 2018 by Taxmann (Author)
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12. GST Ready Reckoner - As amended by CGST (Amdt.) Act 2018 / IGST (Amdt.) Act 2018 / UTGST (Amdt.) Act 2018 / GST (Compensation to States) Amdt. Act 2018 (8<sup>th</sup> Edition, October 2018) Paperback - 2018 by V.S. Datey (Author)

<b>C</b>	<b>M</b>
<b>3</b>	<b>100</b>

## COMMUNICATIONSKILLS

DBA8106

### OBJECTIVES:

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

**UNIT I COMMUNICATION IN BUSINESS**-System approach-forms-functions and principle of communication management and 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 expression movement - posture - gestures - eye contact - voice-beliefs and customs - worldview and attitude.

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

**UNIT IV BUSINESS CORRESPONDENCE**-Business letter-principles of business writing - memos - e-mails - agendas - minutes - sales letter - enquiries - orders - letters of complaint - claims and adjustments - 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-recommendation writing-definition of terms.

## OUTCOMES:

Students will be able to

1. identify barrier to effective communication and learn how to overcome them.
2. Develop good managerial communication skills.
3. Ability to excel in different forms of written communication required in Business context.
4. Develop good presentation skills
5. In - depth understanding how to prepare Business reports

## REFERENCES:

1. Lesikar Raymond V., John D Pettit, and Mary E Flatly Lesikar's, "Basic Business Communication", Tata McGraw -Hill, 11<sup>th</sup> edition, New Delhi, 2007.
2. Gerson, Sharan J and Steven M Gerson, "Technical Writing: Process and Product", Pearson Education, New Delhi, 8<sup>th</sup> Edition, 2013.
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**ENTREPRENEURSHIP DEVELOPMENT**  
**DBA8107**

<b>C</b>	<b>M</b>
<b>3</b>	<b>100</b>

**OBJECTIVES:**

- To equip and develop the learners' entrepreneurial skills and qualities essential to undertake business.
- To impart the learner's entrepreneurial competencies needed for managing business efficiently and effectively.

**UNIT I ENTREPRENEURIAL COMPETENCE** - Entrepreneurship concept Entrepreneurship as a Career - Entrepreneurial Personality Characteristics of Successful Entrepreneurs - Knowledge and Skills of an Entrepreneur.

**UNIT II ENTREPRENEURIAL ENVIRONMENT** - Business Environment Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.

**UNIT III BUSINESS PLAN PREPARATION** - Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting - Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

**UNIT IV LAUNCHING OF SMALL BUSINESS** - Finance and Human Resource Mobilisation - Operation Planning Market and Channel Selection - Growth Strategies - Product Launching - Incubation, Venture capital, Start-ups.

**UNIT V MANAGEMENT OF SMALL BUSINESS** - Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.

**OUTCOMES:**

1. The learners will gain entrepreneurial competence to run the business efficiently.
2. The learners are able to undertake businesses in the entrepreneurial environment.
3. The learners are capable of preparing business plans and undertake feasible projects.
4. The learners are efficient in launching and develop their business ventures successfully.
5. The learners shall monitor the business effectively towards growth and development.

**REFERENCES:**

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