

ANNA UNIVERSITY TIRUCHIRAPPALLI
Tiruchirappalli - 620 024

Regulations 2008
Curriculum

MASTER OF BUSINESS ADMINISTRATION (MBA)

TRIMESTER I

S.No	Subject Code	Subject	L	T	P	C
1	BA6111	Principles of Management	3	0	0	3
2	BA6112	Statistics for Management	3	0	0	3
3	BA6113	Accounting for Management	3	0	0	3
4	BA6114	Business Economics	3	1	0	4
5	BA6115	Organizational Behaviour	3	0	0	3
Total						16

TRIMESTER II

S.No	Subject Code	Subject	L	T	P	C
1	BA6121	Business Communication Skills	3	0	0	3
2	BA6122	Operations Research for Management	3	0	0	3
3	BA6123	Management Information Systems	3	0	0	3
4	BA6124	Marketing Management	3	1	0	4
5	BA6125	Corporate Finance	3	0	0	3
Total						16

TRIMESTER III

S.No	Subject Code	Subject	L	T	P	C
1	BA6131	Production and Operations Management	3	1	0	4
2	BA6132	Human Resource Management	3	0	0	3
3	BA6133	Business Law	3	0	0	3
4	BA6134	Research Methods in Management	3	0	0	3
5	BA6135	Database Management Systems	3	0	0	3
Total						16

TRIMESTER IV

S. No.	Subject Code	Subject	L	T	P	C
Theory						
1	BA6211	Strategic Management	3	1	0	4
2	E1****	Elective I	3	0	0	3
3	E2****	Elective II	3	0	0	3
4	E3****	Elective III	3	0	0	3
5	E4****	Elective IV	3	0	0	3
Total						16

TRIMESTER V

S. No.	Subject Code	Subject	L	T	P	C
Theory						
1	BA6221	International Business Management	3	1	0	4
2	E5****	Elective V	3	0	0	3
3	E6****	Elective VI	3	0	0	3
4	E7****	Elective VII	3	0	0	3
5	E8****	Elective VIII	3	0	0	3
Total						16

TRIMESTER VI

S.No.	Subject Code	Subject	L	T	P	C
1	BA6231	Project Work	0	0	32	16
Total						16

LIST OF ELECTIVES

Course Code	Course Title	L	T	P	C
MARKETING – ELECTIVES TRIMESTER IV					
BA6001	Brand Management	3	0	0	3
BA6002	Services Marketing	3	0	0	3
BA6003	Advertising and Sales Promotion	3	0	0	3
BA6004	Consumer Behaviour	3	0	0	3
TRIMESTER V					
BA6031	Sales Management	3	0	0	3
BA6032	Customer Relationship Management (CRM)	3	0	0	3
BA6033	Retail Management	3	0	0	3
BA6034	Online Marketing	3	0	0	3
FINANCE – ELECTIVES TRIMESTER IV					
BA6005	Security Analysis and Portfolio Management	3	0	0	3
BA6006	Merchant Banking and Financial Services	3	0	0	3
BA6007	Taxation Management	3	0	0	3
BA6008	Mutual Fund Analysis	3	0	0	3
TRIMESTER V					
BA6035	International Trade Finance	3	0	0	3
BA6036	Strategic Investment and Financing Decisions	3	0	0	3
BA6037	Derivatives Management	3	0	0	3
BA6038	Banking and Insurance	3	0	0	3
HUMAN RESOURCE – ELECTIVES TRIMESTER IV					
BA6009	Managerial Behaviour and Effectiveness	3	0	0	3
BA6010	Entrepreneurship Development	3	0	0	3
BA6011	Organizational Theory, Design and Development	3	0	0	3
BA6012	Change Management	3	0	0	3
TRIMESTER V					
BA6039	Strategic Human Resource Management and Development	3	0	0	3
BA6040	Knowledge Management	3	0	0	3
BA6041	Industrial Relations and Labour Welfare	3	0	0	3
BA6042	Labour Legislations	3	0	0	3

SYSTEMS – ELECTIVES TRIMESTER IV					
BA6013	Information Technology for Management	3	0	0	3
BA6014	Enterprise Resource Planning	3	0	0	3
BA6015	E-Commerce Technology and Management	3	0	0	3
BA6016	Decision Support Systems	3	0	0	3
TRIMESTER V					
BA6043	Algorithms and C Programming	3	0	0	3
BA6044	Software Project and Quality Management	3	0	0	3
BA6045	Multimedia Systems	3	0	0	3
BA6046	Client-Server Architecture	3	0	0	3
OPERATIONS – ELECTIVES TRIMESTER IV					
BA6017	Facilities Location and Process Design	3	0	0	3
BA6018	Computer Aided Manufacturing (CAM)	3	0	0	3
BA6019	Logistics Management	3	0	0	3
BA6016	Decision Support Systems	3	0	0	3
TRIMESTER V					
BA6047	Supply Chain Management	3	0	0	3
BA6048	Total Quality Management	3	0	0	3
BA6049	Advanced Maintenance Management	3	0	0	3
BA6050	Simulation And Modeling	3	0	0	3

- NOTE :**
- Any two specializations have to be chosen out of the five.
 - Total of eight electives with minimum of three electives from each of the two specializations have to be completed. The remaining two electives can be taken from any of the five specializations.
 - Maximum of two electives in a specialization can be chosen in a trimester.

ANNA UNIVERSITY TIRUCHIRAPPALLI
Tiruchirappalli - 620 024

Regulations 2008
Syllabus

Master of Business Administration (MBA)

TRIMESTER I

BA6111 - PRINCIPLES OF MANAGEMENT

L	T	P	C
3	0	0	3

UNIT I INTRODUCTION TO MANAGEMENT AND HISTORICAL DEVELOPMENT 9

Definition of Management - Science or Art - Management and Administration - Development - Management Thought - Contribution of Taylor and Fayol - Functions of Management - Managerial Roles - Levels of Management - Types of Business Organization.

UNIT II PLANNING 9

Nature and Purpose - Steps involved in Planning - Objectives - Setting Objectives - Types of Plan - Process of Managing by Objectives – Strategies - Policies and Planning Premises - Forecasting - Decision-Making.

UNIT III ORGANISING AND HUMAN RESOURCE MANAGEMENT 9

Nature and Purpose - Formal and Informal Organization - Organization Chart - Structure and Process - Departmentation by different Strategies - Line and Staff Authority - Benefits and Limitations - De-Centralization and Delegation of Authority - Introduction to Human Resource Management.

UNIT IV DIRECTING 9

Scope - Human Factors - Creativity and Innovation - Harmonizing Objectives - Leadership - Types of Leadership - Leadership Theories - Motivation - Hierarchy of Needs - Motivation Theories - Motivational Techniques - Job Enrichment .

UNIT V CONTROLLING AND INTERNATIONAL MANAGEMENT 9

System and process of Controlling - Requirements for effective Control - The Budget as Control Technique - Information Technology in Controlling - Use of computers in handling the information - Productivity - Problems and Management - Control of Overall Performance - Direct and Preventive Control - Reporting - The Global Environment - Globalization and Liberalization - International Management and Global Theory of Management.

Total: 45

TEXT BOOK

1. H. Koontz, H. Weihrich, and Ramachandra Aryasri A., "Principles of Management", 1st Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.

REFERENCES

1. Stephen P Robbins, "Fundamentals of Management: Essential Concepts and Applications", 5th Edition, Pearson Education., 2005
2. R. Sivarethnamohan and P. Aranganathan, "Principles of Management", 1st Edition, CBA/Tata McGraw -Hill Publishing Company Ltd., 2005.
3. James A F Stoner ,Edward Freeman and Gilbert, "Management", 6th Edition, Pearson Education, 1995./ Prentice Hall of India Pvt. Ltd., 2007.
4. Durbin, "Essentials of Management" 7th Edition, Cengage Learning India Pvt. Ltd., 2007.

BA6112 - STATISTICS FOR MANAGEMENT

L	T	P	C
3	0	0	3

9

UNIT I FUNDAMENTALS OF PROBABILITY

Basic Definitions and Rules for Probability - Conditional Probability Independence of Events - Baye's Theorem and Random Variables - Probability Distributions – Binomial - Poisson and Normal Distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 9

Introduction to Sampling Distributions - Sampling Distribution of Sample Mean and Sample Proportion - Application of Central Limit Theorem - Sampling Techniques - Estimation and Confidence Intervals - Point and Confidence Interval Estimates for Population Parameters of Large Sample and Small Samples - Determining the Sample Size.

UNIT III TESTING OF HYPOTHESIS 9

Hypothesis Testing - General Procedure for Hypothesis Testing - Errors in 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.

UNIT IV NON-PARAMETRIC METHODS 9

The Chi-Square Test - Statistic - Applications of Chi-Square Tests - Test of Independence of Attributes - Goodness of Fit - Yates Correction for Continuity
Sign Test for Paired Data, Rank Sum Test: Mann-Whitney U Test and Kruskal Wallis Test, One Sample Run Test, Rank Correlation.

UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 9

Correlation Analysis - Estimation of Regression Line - Time Series Analysis - Variations in Time Series- Trend Analysis - Cyclical Variations - Seasonal Variations and Irregular Variations.

Total: 45

TEXT BOOK

1. Richard I. Levin and David S. Rubin, "Statistics for Management", 7th Edition, Pearson Education, 1998. / Prentice Hall of India Pvt. Ltd, 2001.

REFERENCES

1. T N Srivastava and Shailaja Rego, "Statistics for Management", 1st Edition, Tata McGraw - Hill Publishing Company Ltd., 2007.
2. Levine D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics: A First Course", Pearson Education Asia, 2nd Edition, 2007.
3. S.P.Gupta, "Statistical Methods", 7th Edition, S. Chand and Co. Ltd., 2004.
4. Anderson and Skini, "Statistics for Business and Economics", 9th Edition, Cengage Learning India Pvt. Ltd., 2007.

BA6114 - BUSINESS ECONOMICS

L	T	P	C
3	1	0	4

UNIT I	NATURE AND SCOPE OF ECONOMIC ISSUES	10
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Micro and Macro Economic Variables - Law of Demand, Elasticity, Demand Forecasting - Diminishing Marginal Utility - Consumer Surplus, Break Even-Point - Perfect and Imperfect Competition - Market Equilibrium. Role of Economic Planning - Indian Economic Planning.

UNIT II	ANALYSIS OF MACRO ECONOMICS	15
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National Income - Determination of National Income - Circular Flow of Income - Keynesian Perspective - Consumption, Savings, Investment, Multiplier, Accelerator - Business Cycle.

UNIT III	ANALYSIS OF MONEY MARKET	10
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Demand and Supply of Money - Money Market Equilibrium - The Role of Money - Monetary Policy - Indian Perspectives.

UNIT IV	INFLATION AND ECONOMIC POLICIES	10
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Analysis of Inflation and Unemployment, Fiscal Policy, EXIM Policy - Balance of Payments, Exchange Rate - The Role of Economic Policies - Indian Experiences.

UNIT V	ANALYSIS OF EXTERNAL SECTOR	15
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International Trade - Trade Multiplier - Linkage Model - Free Trade and Protection - Analysis of Performance of Indian Economy in External Sector-Broad Perspective of Liberalization, Privatization and Globalization.

Total: 60

TEXT BOOK

1. Paul A .Samuelson and William D.Nordhaus, "Economics", 18th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.

REFERENCES

1. Dwivedi, "Macro Economics", 2nd Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.
2. KA Chrystal, RG Lipsey , "Economics for Business and Management", 2th Edition, Oxford University Press New York, 2007.
3. Maheswari, "Managerial Economics", 2th Edition, Prentice Hall of India Pvt. Ltd., 2005.
4. Mankiw, "Principles of Macroeconomics", 4th Edition, Cengage Learning India Pvt. Ltd., 2007.

BA6115 - ORGANIZATIONAL BEHAVIOUR

L	T	P	C
3	0	0	3

UNIT I INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR 9

Definition, Need and Importance of Organizational Behaviour – Contributing Discipline to the Organizational Behaviour – Field-Challenges and Opportunities for Organizational Behaviour - Organizational Behaviour Models.

THE INDIVIDUAL

FOUNDATIONS OF INDIVIDUAL BEHAVIOUR

Ability - Intellectual, Physical Abilities and the Ability to Job Fit. **Learning** - Types of Learners - the Learning Process - Learning Theories - Classical Conditioning, Operant Conditioning and Social Learning - Organizational Behaviour Modification.

UNIT II VALUES, ATTITUDES AND JOB SATISFACTION 9

Values – Importance, Types of Values, Values Across Culture **Attitudes** – Types – Cognitive Dissonance Theory – Self Perception Theory - Affective Components – Attitude Survey – Attitude and Work Diversity. **Job Satisfaction** – Relationship between Job Satisfaction and Absenteeism and Turnover.

PERSONALITY AND PERCEPTION

Personality and Emotions – Types – Personality Determinants – Theories. **Perceptions** - Importance -Factors Influencing Perception - Interpersonal Perception.

THE GROUP

UNIT III GROUP BEHAVIOUR 9

Work group - **Defining and Classifying Groups – Reason for Joining Groups - Stages of Group Development - Five Stages Model - Group Structure – Roles, Norms, Status, Group Size and the Degree of Group Cohesiveness - Group Decision Making Techniques.**

Work Teams – Types – The Key Components making up Effective Teams - Context, Composition, Work Design and Process - Team and Quality Management - Group Dynamics.

UNIT IV POWER AND POLITICS 9

Power - Definition – Bases – Dependency: the Key to Power - Power Tactics-Power in Groups - **Politics** – Definition the Reality of Politics Factor Contributing – Employee Responses to Organizational Politics.

UNIT V CONFLICT, NEGOTIATION AND ORGANIZATIONAL CULTURE 9

Conflict - Definition – Functional and Dysfunctional Conflict – Conflict Process – Conflict Resolution Technique. **Negotiation** – Definition - Approaches to Negotiations – The Negotiation Process - Third Party Negotiation. **Organizational Culture** – Learning Culture of Employees - Creating an Ethical Organizational Culture – Creating a Customer Responsive Culture.

Total: 45

TEXT BOOK

1. Stephen P. Robbins, Timothy A Judge and Seema Sanghi, “Organization Behavior”, 12th Edition, Pearson Education , 2007. [Indian Adapted Edition]

REFERENCES

1. Fred Luthans, “Organizational Behavior”, 11th Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.
2. Hellriegel and Slocum, “Fundamentals of Organization Behavior”, 1st Edition, Cengage Learning India Pvt. Ltd., 2007.
3. Hitt, Miller, Colella, “Organizational Behavior: A Strategic Approach”, 1st Edition, Wiley India Pvt.Ltd., 2006.
4. Debra L.Nelson & James Campell quick, “Organization Behavior”, 5th Edition, Cengage Learning India Pvt. Ltd., 2007.

TRIMESTER II

BA6121 - BUSINESS COMMUNICATION SKILLS

L	T	P	C
3	0	0	3

UNIT I EFFECTIVE COMMUNICATIONS IN BUSINESS 9

Importance and Benefits - Components, Concepts and Problems - Non Verbal - The 7 C's of Effective Communication - Business Communication and the Global Context - Business Communication and the Ethical Context - Business Communication and the Technology Context.

UNIT II MESSAGE DESIGN 9

The Process of Preparing Effective Business Messages - The Appearance and Design of Business Messages - Good News and Neutral Messages.

UNIT III WRITTEN COMMUNICATION 9

Major Plans for Letters and Memos - Bad News Messages - Persuasive Written Messages - Written Communication, Reports - Short Reports - Long (Formal) Reports – Proposals.

UNIT IV STRATEGIES FOR ORAL COMMUNICATION 9

Strategies for Successful Speaking and Successful Listening - Strategies for Successful Informative and Persuasive Speaking - Strategies for Successful Interpersonal Communication - Strategies for Successful Business and Group Meetings.

UNIT V THE JOB APPLICATION PROCESS 9

The Job Application Process - The Written Job Presentation - Interviews and Follow-up.

Total: 45

TEXT BOOK

1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas, “Effective Business Communication”, 7th Edition, Tata McGraw -Hill Publishing Company Ltd., 2008.

REFERENCES

1. Krizan, “Business Communication”, 7th Edition, Cengage Learning India Pvt. Ltd., 2007
2. Randolph H. Hudson and Bernard J.Selzler, “Business Communication”, 5th Edition, Jaico Publishing House, 2006.
3. Bhatiya. R.C, “Business Communication”, 2nd Edition, Ane Books India, 2008.
4. Meenakshi Raman and Prakash Singh, “Business Communication”, 1st Edition, Oxford University Press New York, 2006.

BA6122 - OPERATIONS RESEARCH FOR MANAGEMENT

L	T	P	C
3	0	0	3

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 9

Introduction to applications of Operations Research in functional areas of Management - Linear Programming - Formulation - Solution by Graphical and Simplex Methods – Special cases of LP.

UNIT II DUALITY AND SENSITIVITY ANALYSIS OF LP 9

Principles of Duality - Sensitivity Analysis using Simplex Final Table – Solving Problems using Computer Packages (LINDO / LINGO / Solver) - Sensitivity Analysis with computer output.

UNIT III TRANSPORTATION AND TRANSHIPMENT MODELS 9

Transportation Models (Minimising and Maximising Cases) – LP Formulation – Transportation Method - Initial basic feasible solution methods, MODI method, Cases of degeneracy. Sensitivity Analysis of transportation problem, LP Formulation for Transshipment Problems – Transportation Tableau for Transshipment Problems.

UNIT IV ASSIGNMENT MODELS AND INTEGER LINEAR PROGRAMMING 9

Assignment Models (Minimising and Maximising Cases) – LP Formulation - Solution by Hungarian Method - Traveling Salesman problem, Crew Assignment Models.

Integer Programming (IP) – Formulation - Pure Integer Programming, Mixed Integer Programming, (0-1) Integer Programming - Solution using Computer Packages – Understanding the Computational Intractability of Large Scale IP Problems in Obtaining Optimal Solution.

UNIT V GAME THEORY AND DYNAMIC PROGRAMMING 9

Game Theory -Two person Zero-Sum and Constant-Sum Games - Saddle Points, Dominance Rule and Graphical Solution – LP and Zero-Sum Games, Two-Person Non-Constant-Sum Games.

Dynamic Programming - Belman’s Principal of Optimality, Deterministic Model – Forward and Backward Recursion and its Applications.

Total: 45

TEXT BOOK

1. D R Anderson, D J Sweeny, T A Williams “An Introduction to Management Science : Quantitative Approaches to Decision Making”, 11th Edition, Cengage Learning India Pvt. Ltd.
2. Hamdy A. Taha, Operations Research: An Introduction”, Prentice Hall of India.

REFERENCES

1. Frank S. Budnick, Dennis McLeavy, Richard Mojana “ Principles of Operations Research for Management” Irwin Series in Quantitative Analysis for Business, AITBS Publishers, New Delhi.
2. Hiller F.S and Liberman G.J., Introduction to Operations Research, 7th Edition, Mcgraw-Hill 2001.
3. Ravindra A., Philips D.T. and Solberg J.J., “ Operations Research – Principles and Practice”, 2nd Edition, John Wiley and Sons, 2000.
4. R.Sivarethinamohan, “Operations Research”, 1st Edition, Tata McGraw -Hill, 2006.
5. LINDO - www.lindo.com (a student version of LINDO/LINGO/Solver can be downloaded freely)

BA6123 - MANAGEMENT INFORMATION SYSTEMS

L	T	P	C
3	0	0	3

UNIT I INTRODUCTION 9

Information System - Establishing the Framework - Business Model - Information System Architecture - Evolution of Information Systems.

UNIT II SYSTEM DEVELOPMENT 9

Modern Information System - System Development Life Cycle - Structured Methodologies - Designing Computer Based Method, Procedures Control, Designing Structured Programs.

UNIT III INFORMATION SYSTEM 9

Functional Areas, Finance, Marketing, Production, Personnel - Levels, Concepts of DSS, EIS, ES - Comparison, Concepts and Knowledge Representation - Managing International Information System.

UNIT IV IMPLEMENTATION AND CONTROL 9

Testing Security - Coding Techniques - Detection of Error - Validation - Cost Benefits Analysis - Assessing the Value and Risk Information Systems.

UNIT V SYSTEM AUDIT 9

Software Engineering Qualities - Design, Production, Service, Software Specification, Software Metrics, Software Quality Assurance - Systems Methodology - Objectives - Time and Logic, Knowledge and Human Dimension - Software Life Cycle Models - Verification and Validation.

Total: 45

TEXT BOOK

1. Jane P. Laudon and Kenneth C. Laudon, "Management Information Systems", 10th Edition, Pearson Education, 2007. / Prentice Hall of India Pvt. Ltd., 2008.

REFERENCES

1. James O Brien, George Marakas, "Management Information Systems", 7th Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.
2. Ralph M. Stair and George W. Reynolds, "Principles of Information Systems", 6th Edition, Cengage Learning India Pvt. Ltd., 2007.
3. M.Jaiswal and Monica Mittal, "Management Information System", 1st Edition, Oxford University Press New York, 2004.
4. Jawadekar, "Management Information Systems", 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.

BA6124 - MARKETING MANAGEMENT

L	T	P	C
3	1	0	4

UNIT I FOUNDATIONS OF MARKETING 10

Marketing Conceptual Frame Work - Marketing Environment - Customer Oriented Organization - Marketing Interface with other Functional Areas Marketing in a Globalised Environment.

UNIT II MARKETING MIX 15

Product Planning And Development - Product Life Cycle - Brand Management, Developing New Product - Market Segmentation - Targeting and Positioning, Pricing Decisions - Channel Design and Management - Retailing and Wholesaling - Promotion Methods. Advertisement, Sales Promotion and Personal Selling, Public Relations.

UNIT III BUYING BEHAVIOUR 15

Customer Value - Understanding Industrial and Individual Buyer Behavior - Influencing Factors – Customer Decision Making Process.

UNIT IV MARKETING RESEARCH 10

Types – Process – Application of Marketing Research - Preparation of Marketing Research Report - Sample Case Studies.

UNIT V INFORMATION TECHNOLOGY IMPACT ON MARKETING DECISIONS 10

Online Marketing - Web Based Marketing Programmes - Emerging New Trends and Challenges to Marketers.

Total: 60

TEXT BOOK

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, “Marketing Management”, 13th Edition, Pearson Education [South Asian Edition].

REFERENCES

1. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 12th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
2. Kurtz and Boone, “Principles of Marketing”, 12th Edition, Cengage Learning India Pvt. Ltd., 2007
3. Rajen Saxzena, “Marketing Management”, 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
4. Adrian Palmer, “Introduction to Marketing”, 1st Edition, Oxford University Press New York, 2004.

BA6125 - CORPORATE FINANCE

L	T	P	C
3	0	0	3

FINANCIAL MANAGEMENT

UNIT I FOUNDATIONS OF FINANCE

9

Financial Management - an Overview, Time Value of Money. Introduction to the Concept of Risk and Return of a Single Asset and Portfolio, Valuation of Bonds and Shares Option Valuation.

UNIT II INVESTMENT DECISIONS

9

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.

Cost of Capital : Concept and Measurement of Cost of Capital, Specific Costs and Overall Cost of Capital.

UNIT III FINANCING AND DIVIDEND DECISION

9

Leverage: Financial and Operating Leverage.

Capital Structure: Determinants - Theories, Cost of Capital - Types - Specific and Weighted Average Cost of Capital.

Dividend Policy: Determinants - Theories, Forms of Dividend Policy, Practical Considerations, Forms of Dividends, Share Splits.

UNIT IV WORKING CAPITAL MANAGEMENT

9

Principles of Working Capital: Concepts Need; Determinants, Issues and Estimation of Working Capital, Accounts Receivables Management and Factoring, Inventory Management, Cash Management, Working Capital Finance, Trade Credit, Bank Finance and Commercial Paper.

UNIT V CAPITAL MARKET AND LONG TERM FINANCE

9

Indian Capital and Stock Market, New Issues Market, Derivatives and Risk Management -Types of Derivatives – Future and Forward Contracts, Swaps, Structured Notes and Inverse Floaters. Options – Types – Strike Price, Call Option, Put Option - The Black–Scholes Option Pricing Models (Theory Only). Long Term Finance: Shares Debentures and Term Loans, Lease, Hire Purchase, Project Financing, Venture Capital Financing (Theory Only).

Total: 45

TEXT BOOK

1. M.Y. Khan and P.K. Jain, “ Financial Management, Text, Problems and Cases”, 5th Edition, Tata McGraw -Hill Publishing Company Ltd., 2007

REFERENCES

1. Ross and Westerfield, “Fundamentals of Corporate Finance”, 8th Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.
2. Van Horne, “Financial Management and Policy”, 12th Edition, Pearson Education, 2002 / Prentice Hall of India Pvt. Ltd., 2007.
3. Aswat Damodaran, “Corporate Finance Theory and Practice”, 2nd Edition, Wiley India, 2008.
4. I.M.Pandey, “Financial Management”, Vikas Publishing House Pvt. Ltd., 9th Edition, 2007.

TRIMESTER III

BA6131 - PRODUCTION AND OPERATIONS MANAGEMENT

L	T	P	C
3	1	0	4

UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT 12

Production and Operations Management (POM) - Need - History - System – Types - Functions and Communication in POM. Computer Integrated Manufacturing and Services Systems. Global / Trade Operations and Supply Network Applications.

UNIT II MATERIAL AND INVENTORY MANAGEMENT 12

Material Management (MM) - Handling Technology (Robots, Automated Storage and Retrieval Systems (ASRS) and Methods (JIT, / Kanban, ABC Systems).
Independent Demand Inventory Models - Fixed Order System - Basic EOQ - EBQ Models - Quantity Discount Models. Dependent Demand Inventory Models - MRP-I and MRP-II Systems - Introduction to ERP - e-business and e-operations Strategies.

UNIT III PLANNING AND FORECASTING 12

Introduction to Strategic – Tactical – Operational - Aggregate and Capacity Planning - Planning Product Design and Development - Applications of CAD - Expert Systems – Standardization - Group Technology (GT) and Research and Development.
Forecasting - Types, Methods (Qualitative and Quantitative) - Types of Variation in Data - Minimising Forecasting Errors and Selection of Forecasting Methods.

UNIT IV SCHEDULING AND PROJECT MANAGEMENT METHODS 12

Johnson's Algorithm for Job Sequencing (n Job thro' 2 Machines, n Jobs Thro' 3 Machines, n Jobs Thro' m Machines and 2 Jobs Thro' m Machines).
Use of Gantt charts - Queuing Analysis and Critical Ratios as Methods for Job Scheduling. PERT / CPM - Drawing the Network - Computation of Processing Time - Floats and Critical Path - Resource Leveling Techniques.

UNIT V FACILITY, LAYOUT LOCATION AND WORK MEASUREMENT 12

Facility Location Decisions (FLcD) - Selections of Country - Region and Site - Facility Layout Decision (FLyD) - Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimising - Computer Software Systems (CRAFT, CORELAP, ALDEP), Line Balancing and Performance Ratios - Work Measurement Methods (WM) - Time Study- Methods - Time Measurement - Work Sampling - White Collar Measurement And Learning Curves - Using WM to Increase Productivity.

Total: 60

TEXT BOOK

1. William J. Stevenson, “Operations Management”, 8th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.

REFERENCES

1. Lee J. Krajewski, Larry P. Ritzman and Manoj K. Malhotra, “Operations Management”, 8th Edition, Pearson Education, 2007 [Indian Adapted Edition].
2. Martand T Telsang, “Production Management”, 2nd Edition, S Chand and Company, 2007.
3. Gaither, “Operations Management”, 9th Edition, Cengage Learning India Pvt. Ltd., 2007.
4. S.Mahadevan, “Operations Management”, 1st Edition, Pearson Education, 2007.

BA6132 - HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

UNIT I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT 9

Evolution of Human Resource Management - The Importance of the Human Factor - Objectives of Human Resource Management - Role of Human Resource Manager - Human Resource Policies - Computer Applications in Human Resource Management.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 9

Importance of Human Resource Planning - Forecasting Human Resource Requirement - Internal and External Sources - Selection Process Screening - Tests - Validation - Interview - Medical Examination - Recruitment Introduction - Importance - Practices - Socialization Benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 9

Types of Training Methods – Purpose, Benefits, Resistance - Executive Development Programmes -Common Practices - Benefits - Self Development - Knowledge Management.

UNIT IV SUSTAINING EMPLOYEE INTEREST 9

Compensation Plan - Reward - Motivation - Theories of Motivation - Career Management - Development Mentor - Protégé Relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 9

Method of Performance Evaluation - Feedback - Industry Practices - Promotion – Demotion - Transfer and Separation - Implication of Job Change - The Control Process - Importance - Methods - Requirement of Effective Control Systems Grievances - Causes - Implications - Redressal Methods.

Total: 45

TEXT BOOKS

1. Decenzo and Robbins, “Human Resource Management”, 6th Edition Wiley, 2001.
2. Biswajeet Pattanayak, “Human Resource Management”, 3rd Edition, Prentice Hall of India Pvt. Ltd, 2006.

REFERENCES

1. Aswathappa, K. “Human Resource Management”, 5th Edition, Tata McGraw -Hill Publishing Company Ltd, 2007.
2. Dessalar, “Human Resource Management”, 11th Edition, Pearson Education, 2008. / Prentice Hall of India Pvt. Ltd., 2008.
3. Mathis, “Human Resource Management”, 10th Edition, Cengage Learning India Pvt. Ltd., 2007.
4. P. Jothi and D.N. Venkatesh, “Human Resource Management”, 5th Edition, Oxford University Press New York, 2006.

BA6133 - BUSINESS LAW

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UNIT I MERCANTILE AND COMMERCIAL LAW

The Indian Contract Act 1872

Essential of a Valid Contract - Void Agreements - Formation of a Contract - Performance of Contracts - Breach of Contract and its Remedies - Quasi Contracts.

The Sale of Goods Act 1930

Sales Contract - Transfer of Title and Risk of Loss - Warranties in Sales Contract - Performance of Sales Contracts - Conditional Sales and Rights of an Unpaid Seller.

Negotiable instruments Act 1881

Nature and Requisites of Negotiable Instruments - Transfer of Negotiable Instruments and Liability of Parties - Enforcement of Secondary Liability - Holder in Due Course - Special Rules for Cheque and Drafts - Discharge of Negotiable Instruments.

Agency

Nature of Agency - How Created - Agent's Authority and Liability of Principal and Third Party: Rights and Duties of Principal - Agents and Third Party - Liability of Principal or Agents Torts - Termination of Agency.

UNIT II COMPANY LAW

10

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

10

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Minimum Wages Act - Industrial Disputes Act.

UNIT IV INCOME TAX AND SALES TAX ACT (Theory Only)

5

Income Tax Act 1961 - Definitions: Assessee, Income, Previous Year, Assessment Year - Computation of Total Income: Major Heads - Deductions from Gross Total Income - Assessment of Companies: General Principles.

Central Sales Tax: Inter State Trade - Inter State sales tax.

VAT: Concept - Enforceability-Dealer - Sale - Quantum - Tax Credit - Exemptions.

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

5

Consumer Protection Act - Role of NGO's. **Cyber Laws** - Definition - Needs - Importance - Act - Laws - Provisions in India - IT Act.

Total: 45

TEXT BOOKS

1. Pathak and Akhileshwar, "Legal Aspects for Business", 3rd Edition, Tata McGraw -Hill Publishing Company Ltd, 2007.
2. Sen and Mitra, "Commercial and Industrial law", The World Press Pvt. Ltd, 1996.

REFERENCES

1. Tulsian, "Business law", 2nd Edition, Tata McGraw -Hill Publishing Company Ltd., 2000.
2. N.D. Kapoor, "Elements of Mercantile Law", Sultan Chand and Sons Pvt.Ltd., 2006.
3. Goel, "Business law", Wiley India Pvt. Ltd, 2007.
4. Moshal B.S., "Business and Industrial Law", 1st Edition, Ane Books India Pvt.Ltd., 2008.
5. Cyber Law, ICAI Publication, 2008.
6. V.K.Singhania , Direct Taxes Law and Practice, Taxmann Allied Services Pvt.Ltd - Latest Ed.

BA6134 - RESEARCH METHODS IN MANAGEMENT

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UNIT I SCIENTIFIC METHOD 8

Introduction - Scientific Methods - Issues of Management Research - Overview of Research in Management - Scientific Research and Management - Research Problems - Identification - Definition - Research Design - Process.

UNIT II RESEARCH PROBLEM 8

Problem Solving - General Problem Solving - Approaches - Development of Creativity - Group Problem Solving Techniques for Idea Generation - Formulation of Research Problem - Approaches to Management Research Problem - Exploration for Problem Identification - Hypothesis Generation - Formulation of the Problem - Research Proposal - Purpose - Types.

UNIT III RESEARCH DESIGN AND TYPES OF RESEARCH 10

Experimental Research - Principles - Laboratory - Experimental Designs - Quasi Experimental Designs - Action Research Ex Post Facto Research - Introduction - Quantitative Research Methods - Evaluation Research. Modeling Research I - Mathematical Models
Modeling Research II - Heuristics and Simulation.

UNIT IV RESEARCH DESIGN FOR DATA ACQUISITION 10

Measurement Design - Primary Types of Measurement Scales - Error - Validity and Reliability in Measurement - Sample Design - Non Probability and Probability Sampling - Determination of Samples.

Acquisition and Preparation of Research Data

Data Collection Procedures - Sources of Secondary Data - Primary Data Collection Methods - Non Sampling Errors - Validity and Reliability of Data Collection Procedures. - Data Preparation and Preliminary Data Analysis.

UNIT V DATA ANALYSIS AND REPORTING 9

Hypothesis Testing - Univariate Analysis - Bivariate Analysis and Hypothesis Testing - Analysis of Experimental Data - Multivariate Analysis of Data - Dependence Analysis -Multivariate Analysis of Data II - Interdependence Analysis - Report Writing.

Total: 45

TEXT BOOK

1. K.N. Krishnaswamy, Appa Iyer Sivakumar and M.Mathirajan, "Management Research Methodology: Integration of Methods And Techniques." 1st Edition, Pearson Education, 2007.

REFERENCES

1. Zikmund, "Business Research Methods", 7th Edition, Cengage Learning India Pvt. Ltd., 2007.
2. Donald R Cooper, and P S Schindler, "Business Research Methods", 9th Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.
3. Paneer Selvam, "Research Methodology", Prentice Hall of India Pvt. Ltd / Pearson Education, 2007.
4. Sekaran, "Research Methods for Business", Wiley India Pvt. Ltd, 2007.

BA6135 - DATABASE MANAGEMENT SYSTEMS

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UNIT I INTRODUCTION 9

Database Systems - Definition - Components - Advantages - Objectives - Evolution.

UNIT II MODELS 9

DBMS Architecture - Associations - Relationships - Mappings between Abstractions - Generalization - Classifications - Conceptual Data Modeling - File Organization (Types Only) - Data Models: HDBMS - NDBMS - RDBMS - OODBMS.

UNIT III DATABASE DESIGN 9

Relational Data Model - Relational Algebra - ER Diagrams - Data Dictionary - Normalization - Boyce Code Normal Forms - Integrity - Relational Database Languages - Database Administration - File Structures and Indexing.

UNIT IV OBJECT MODELLING 9

Object Oriented Concepts - Structure - Models and Databases - Object Life Cycle Modeling - Objects - Classes - Patterns - Object Interaction Modeling - Object Oriented Design - UML.

UNIT V OPERATIONS AND MANAGEMENT 9

Client / Server and Databases - Data Warehousing - Query Processing - Concurrency Management - Heterogeneous and Homogenous Systems - Distributed Databases - Controls - Atomicity - Recovery - Security - Back-up and Recovery.

Total: 45

TEXT BOOK

1. Hansen and Hansen, "Database Management and Design", 2nd Edition, Prentice Hall of India Pvt. Ltd, 1996.

REFERENCES

1. Jeffrey A. Hoffer, Mary B. Prescott, Fred R. Mcfadden, "Modern Database Management", 7th Edition., Prentice Hall of India Pvt. Ltd, 2007.
2. M Toledo, "Database Management Systems", 1st Edition, Tata McGraw -Hill Publishing Company Ltd., 2007.
3. A K Majumdar, "Introduction to Database Management Systems", 1st Edition, Tata McGraw -Hill Publishing Company Ltd, 2005.

IV TRIMESTER CORE SUBJECT
BA6211 - STRATEGIC MANAGEMENT

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UNIT I STRATEGY AND PROCESS 9

Conceptual Framework for Strategic Management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in Business – Vision, Mission and Purpose – Business Definition, Objectives and Goals – Case Study.

UNIT II COMPETITIVE ADVANTAGE 9

External Environment – Porter’s Five Forces Model – Strategic Groups Competitive Changes During Industry Evolution – Globalization and Industry Structure – National Context and Competitive Advantage Resources – Capabilities and Competencies – Core Competencies – Low Cost and Differentiation Generic Building Blocks of Competitive Advantage – Distinctive Competencies – Resources and Capabilities Durability of Competitive Advantage – Avoiding Failures and Sustaining Competitive Advantage – Case Study.

UNIT III STRATEGIES 12

The Generic Strategic Alternatives – Stability, Expansion, Retrenchment and Combination Strategies – Business Level Strategy – Strategy in The Global Environment – Corporate Strategy – Vertical Integration – Diversification and Strategic Alliances – Building and Restructuring the Corporation – Strategic Analysis and Choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile – Strategic Advantage Profile – Corporate Portfolio Analysis – SWOT Analysis – Gap Analysis – Mc Kinsey's 7s Framework – Ge 9 Cell Model – Distinctive Competitiveness – Selection of Matrix – Balance Score Card – Case Study.

UNIT IV STRATEGY IMPLEMENTATION AND EVALUATION 15

The Implementation Process, Resource Allocation, Designing Organizational Structure – Designing Strategic Control Systems – Matching Structure and Control to Strategy – Implementing Strategic Change – Politics – Power and Conflict – Techniques of Strategic Evaluation and Control – Case Study.

Strategic Issues:

Managing Technology and Innovation – Strategic Issues for Non Profit Organizations. New Business Models and Strategies for Internet Economy – Case study.

UNIT V CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY 15

Corporate Governance (Kumaramangalam Birla Committee Report) – Responsibility of the Board and CEO – Board Composition and Significance – Audit Committee and Remuneration Committee. Corporate Social Responsibility – Different Forms – Business Ethics.

Total: 60

TEXT BOOKS

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Concept in Strategic Management and Business Policy, 9th Edition, Pearson education, 2009.
2. Fred.R.David, Strategic Management, Concept and cases, 12th Edition. PHI, 2008.

REFERENCES

1. Charles W.L.Hill & Gareth R.Jones – ‘Strategic Management Theory, An Integrated approach’ – Biztantra, 2008.
2. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001
3. Arnaldo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process – A Pragmatic Approach, Second Edition, Pearson Education, 2005.
4. Upendra Kachru, Strategic Management concepts & cases, Excel Books, 2006.

V TRIMESTER CORE SUBJECT

BA6221 - INTERNATIONAL BUSINESS MANAGEMENT

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UNIT I INTRODUCTION

8

International Business – Definition – Internationalizing Business – Advantages – Factors Causing Globalization of Business – International Business Environment – Country Attractiveness – Political, Economic and Cultural Environment – Protection Vs Liberalization of Global Business Environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT

12

Promotion of Global Business – The Role of GATT/WTO – Multilateral Trade Negotiation and Agreements – VIII and IX, Round Discussions and Agreements – Challenges for Global Business – Global Trade and Investment – Theories of International Trade and Theories of International Investment – Need for Global Competitiveness – Regional Trade Block – Types – Advantages and Disadvantages – RTBs Across the Globe – Brief History.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

15

Strategic Compulsions – Standardization vs. Differentiation – Strategic Options – Global Portfolio Management – Global Entry Strategy – Different Forms of International Business – Advantages– Organizational Issues of International Business – Organizational Structures – Controlling of International Business – Approaches to Control – Performance of Global Business – Performance Evaluation System.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS

15

Global Production – Location – Scale of Operations – Cost of Production – Make or Buy Decisions – Global Supply Chain Issues – Quality Considerations – Globalization of Markets, Marketing Strategy – Challenges in Product Development, Pricing, Production and Channel Management – Investment Decisions – Economic – Political Risk – Sources of Fund – Exchange Rate Risk and Management – Strategic Orientation – Selection of Expatriate Managers – Training and Development – Compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT

10

Disadvantages of International Business – Conflict in International Business – Sources and Types of Conflict – Conflict Resolutions – Negotiation – The Role of International Agencies – Ethical Issues in International Business – Ethical Decision-Making.

Total: 60

TEXT BOOKS

1. John D. Daniels, Lee H. Radebaugh and Daniel P Sullivan, International Business, 3rd Edition, Pearson Education, 2009
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th Edition, Tata McGraw Hill, 2009.

REFERENCE BOOKS:

1. K. Aswathappa, International Business, Tata McGraw Hill, 2008.
2. Francis Cherunelam, International Business Management, PHI 2008
3. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata McGraw Hill, 2006.
4. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

IV TRIMESTER MARKETING – ELECTIVES

BA6001 - BRAND MANAGEMENT

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UNIT I INTRODUCTION 8

Basic understanding of Brands – Definitions – Branding Concepts – Functions of Brand – Significance of Brands – Different Types of Brands – Co Branding – Store Brands.

UNIT II BRAND STRATEGIES 10

Strategic Brand Management Process – Building a Strong Brand – Brand Positioning – Establishing Brand Values – Brand Vision – Brand Elements – Branding for Global Markets – Competing with Foreign Brands.

UNIT III BRAND COMMUNICATIONS 8

Brand Image Building – Brand Loyalty Programmes – Brand Promotion Methods – Role of Brand Ambassadors, Celebrities – Online Brand Promotions.

UNIT IV BRAND EXTENSION 9

Brand Adoption Practices – Different type of Brand Extension – Factors Influencing Decision for Extension – Re-Branding and Re-Launching.

UNIT V BRAND PERFORMANCE 10

Measuring Brand Performance – Brand Equity Management – Global Branding Strategies – Brand Audit – Brand Equity Measurement – Brand Leverage – Role of Brand Managers – Branding Challenges and Opportunities – Case Studies.

Total:45

TEXT BOOKS

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
2. Mathew, Brand Management – Text & cases, MacMillan, 2008.

REFERENCES

1. Alice Tybout and Philip Kotler, Kellogg on Branding, Wiley, 2008
2. Lan Batey, Asian Branding – A Great way to fly, PHI, 2002.
3. Paul Tmepoal, Branding in Asia, John Willy, 2000.
4. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.

BA6002 - SERVICES MARKETING

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UNIT I INTRODUCTION 9

Definition – Service Economy – Evolution and Growth of Service Sector – Nature and Scope of Services – Unique Characteristics of Services – Challenges and Issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES 9

Assessing Service Market Potential – Classification of Services – Expanded Marketing Mix – Service Marketing – Environment and Trends – Service Market Segmentation, Targeting and Positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT 9

Service Life Cycle – New Service Development – Service Blue Printing – Gap’s Model of Service Quality – Measuring Service Quality – SERVQUAL – Service Quality Function Development.

UNIT IV SERVICE DELIVERY AND PROMOTION 9

Positioning of Services – Designing Service Delivery System, Service Channel – Pricing of Services, Methods – Service Marketing Triangle – Integrated Service Marketing Communication.

UNIT V SERVICE STRATEGIES 9

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics – Educational – Entertainment and Public Utility Information Technique Services – Case Studies.

Total: 45

TEXT BOOKS

1. Christropher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 2004.
2. C Bhattacharjee, Services Marketing Concepts, Planning and Implementation, 1st Edition, Excel books, 2006

REFERENCES

1. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
2. K. Douglas Hoffman et al, Essentials of Service Marketing: Concepts, Strategies and Cases, Thomson Learning, 2nd Edition. 2002.
3. Halen Woodroffe, Services Marketing, MacMillan, 2003.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.

BA6003 - ADVERTISING AND SALES PROMOTION

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UNIT I INTRODUCTION TO ADVERTISING 9

Concept and Definition of Advertising – Social, Economic and Legal Implications of Advertising – Setting Advertising Objectives – Ad. Agencies – Selection and Remuneration – Advertising Campaigns – Case Studies.

UNIT II ADVERTISING MEDIA 9

Media Plan – Type and Choice Criteria – Reach and Frequency of Advertising – Cost of Advertising – Related to Sales – Media Strategy and Scheduling.

UNIT III DESIGN AND EXECUTION OF ADVERTISING 9

Message Development – Different Types of Advertising – Layout – Design Appeal – Copy Structure – Advertising Production – Print – Radio. T.V. and Web Advertising – Media Research – Testing Validity and Reliability of Ads – Measuring Impact of Advertising – Case Studies.

UNIT IV INTRODUCTION TO SALES PROMOTION 9

Scope and Role of Sales Promotion – Definition – Objectives of Sales Promotion – Sales Promotion Techniques – Trade Oriented and Consumer Oriented Promotions.

UNIT V SALES PROMOTION CAMPAIGN 9

Sales Promotion – Requirement Identification – Designing of Sales Promotion Campaign – Involvement of Salesmen and Dealers – Outsourcing Sales Promotion, National and International Promotion Strategies – Integrated Promotion – Coordination within the Various Promotion Techniques – Online Sales Promotions – Case Studies.

Total: 45

TEXT BOOKS

1. O'Guinn, Allen, Semenik, Advertising and Integrated Brand Promotion, 4th Edition, Cengage Learning, 2009
2. George E Belch and Michael Belch, Advertising and Promotion, 6th Edition. Tata McGraw Hill, 2008

REFERENCES

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.
3. Shrimp, Advertising and promotion – An IMC Approach, 3rd Edition, Cengage Learning, 2008.
4. Kruti Shah and Alan D'Souza, Advertising & Promotions – An IMC perspective Tata McGraw Hill, 2008.

BA6004 - CONSUMER BEHAVIOUR

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UNIT I INTRODUCTION 9

Concepts – Significance – Dimensions of Consumer Behaviour – Application of Knowledge of Consumer Behaviour in Marketing Decisions.

UNIT II CONSUMER BEHAVIOUR MODELS 9

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 9

Psychological Influences on Consumer Behaviour – Motivation – Perception – Personality Learning and Attitude– Self Image and Life Styles – Consumer Expectation and Satisfaction.

UNIT IV EXTERNAL INFLUENCES 9

Socio–Cultural, Cross Culture – Family group – Reference group – Communication – Influences on Consumer Behaviour

UNIT V PURCHASE DECISION PROCESS 9

High and Low Involvement – Pre–Purchase and Post–Purchase Behaviour – Online Purchase Decision Process – Diffusion of Innovation – Managing Dissonance – Emerging Issues – Case Studies.

Total: 45

TEXT BOOKS

1. David L. Loudon and Albert J Della Bitta, Consumer Behaviour, 4th Edition, Tata McGraw Hill, 2008.
2. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, Pearson Education, India, 2002.

REFERENCES

1. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Biztantra 2008.
2. Paul Peter et al., Consumer Behaviour and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.
3. Henry Assael, Consumer Behaviour – A Strategic Approach, Biztantra, 2007.
4. Satish k Batra and S H H Kazmi, Consumer Behaviour – Text and cases, 2nd Edition, Excel Books Publication, 2008.

V TRIMESTER MARKETING – ELECTIVES

BA6031 - SALES MANAGEMENT

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UNIT I	MEANING AND FUNCTIONS	8
Introduction – Meaning and Objectives – Responsibilities of Sales Managers – Sales Management vs Marketing Management – Organization of the Sales Department – Structures – Objectives – Determination of Functions – Sales department’s Integration with other Departments.		
UNIT II	SALES FORCE MANAGEMENT	9
Salesmanship – Meaning – Importance – Process of Selling – Focus on Customer Satisfaction and Building Seller Customer Relationship – Sales Force Management Quantitative and Qualitative Planning of Sales Force – Recruitment and Selection – Training– Motivation – Compensation – Appraisal of Performance and Promotion – Direction and Control of Sales Force.		
UNIT III	SALES VOLUME AND TERRITORY MANAGEMENT	9
Objectives of Sales Forecasting – Methods and Procedures of Sales Forecasting – Sales Budgets, Designing - Sales Territories and Quotas – Assigning Territories – Reasons for Selling and Using Quotas – Types of Quotas and Quota Selling Procedures – Administering the Quota System.		
UNIT IV	SALES PROMOTION	9
Sales Promotion Techniques – Customer Oriented Techniques – Salesman Oriented Techniques – Dealer Oriented Techniques – Government Department Oriented Techniques. Direct Marketing – Definition – Scope and Importance of Direct Marketing – Direct Marketing Mode – Telemarketing – Catalogue Marketing – Network Marketing – Data Base Marketing – Challenges in Direct Marketing.		
UNIT V	INDUSTRIAL SELLING	10
Concepts of Industrial Selling – Nature and Characteristic of Industrial Goods – Procedures in Buying Industrial Goods – Role of Service in Industrial Selling – Sales Policies and Procedures – Terms and Conditions of Sale – Handling Complaints - Case Studies.		
		Total : 45

TEXT BOOKS

1. Richard R.Still, Edward W.Cundiff, Norman A.P.Goveni, Sales Management Decisions, Strategies & Cases, Pearson Education, 2005.
2. David Jobber and Geoffery Lancaster, Selling and Sales Management, 7th Edition, Pearson Education, 2009.

REFERENCES

1. Charles M. Futvell , Sales Management, Team Work, Leadership and Technology, Thomson learning, South Western, Sixth Edition, 2003.
2. Spiro, Stanton and Rich, Management of a Sales Force, 11th Edition, Tata McGrew Hill, 2008.
3. Krishna K Havaldar and Vasant M Cavale, Sales and Distribution Management – Text and cases, 4th Edition, Tata McGraw Hill, 2008.
4. Earl D.Honeycutt, John B.Ford, Antonis C.Simintiras, Sales Management: A Global Perspective, Routledge Publisher. 2003.

BA6032 - CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

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3 0 0 3

UNIT I INTRODUCTION 9

Definitions – Concepts and Context of Relationship Management – Evolution – Transactional vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM Significance to the Stakeholders.

UNIT II UNDERSTANDING CUSTOMERS 9

Customer Information Database – Customer Profile Analysis – Customer Perception, Expectations Analysis – Customer Behaviour in Relationship Perspectives; Individual and Group Customer's – Customer Life Time Value – Selection of Profitable Customer Segments.

UNIT III CRM STRUCTURES 9

Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of Defection – Models of CRM – CRM Road Map for Business Applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION 9

Strategic CRM Planning Process – Implementation Issues – CRM Tools – Analytical CRM – Operational CRM – Call Center Management – Role of CRM Managers.

UNIT V TRENDS IN CRM 9

e-CRM Solutions – Data Warehousing – Data mining for CRM – An Introduction to CRM Software Packages – ORACLE, SAP.

Total: 45

TEXT BOOKS

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

REFERENCES

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel Henry, Consumer Behaviour, Cengage Learning, 6th Edition. 2006.
4. Kumar, Customer Relationship Management – A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.

BA6033 - RETAIL MANAGEMENT

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3 0 0 3

UNIT I INTRODUCTION 9

An Overview of Global Retailing – Challenges and Opportunities – Retail Trends in India – Socio Economic and Technological Influences on Retail Management – Government of India Policy Implications on Retails.

UNIT II RETAIL FORMATS 9

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 9

Choice of Retail Locations – Internal and External Atmospherics – Positioning of Retail Shops – Building Retail Store Image – Retail Service Quality Management – Retail Supply Chain Management – Retail Pricing Decisions.

UNIT IV RETAIL SHOP MANAGEMENT 9

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail Accounting and Audits – Retail Store Brands – Retail Advertising and Promotions – Retail Management Information Systems – Online Retail – Emerging Trends.

UNIT V RETAIL SHOPPER BEHAVIOUR 9

Understanding of Retail Shopper Behaviour – Shopper Profile Analysis – Shopping Decision Process – Factors Influencing Retail Shopper Behaviour – Complaints Management – Retail Sales Force Management – Challenges in Retailing in India – Case Studies.

Total: 45

TEXT BOOKS

1. Michael Levy ,Baston, Aweitz and Ajay Pandit, Retail Management, 6th Edition, Tata McGraw Hill, 2007
2. Swapna Pradhan, Retail Management –Text and Cases, 3rd Edition, Tata McGraw Hill, 2009.

REFERENCES

1. Patrick M. Dunne and Robert F Lusch, Retailing, 4th Edition, Thomson Learning 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. James R Ogden, et al, Integrated Retail Management, 1st Edition, Biztantra, India, 2008.
4. Sivakumar, Retail Marketing, 1st Edition, Excel Books, 2007.

BA6034 - ONLINE MARKETING

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UNIT I INTRODUCTION 8

Principles and Drivers of the New Marketing Environment – Internet Benefits and Problems – Ten C’s for Internet Marketers – Business Models and Categories for The Modern Economy – Intranet / Extranet.

UNIT II ONLINE MARKETING MIX 12

Planning Issues – Online Product – Customizing the Product Offerings, Branding Dimensions, New Product Development Online – Pricing Issues on the Web – Pricing Methods – Pricing Strategies And Tactics – Online Communications Tools – Online Advertising – In-Text Advertising, Intra Active Advertising – E Mail Marketing, Viral Marketing, Affiliate Marketing, Public Relations – Online Sales Promotions – Online Distribution and Procurement – Channel Strategies, Disintermediation, Logistics Management, Online Market Plans.

UNIT III ONLINE MARKETING STRATEGIES 8

Online Strategies – Online Consumer Behavior – Internet Market Research – Internet Retailing, Cause Marketing, Internet News Releases, News Letter Marketing, Social Media Marketing.

UNIT IV WEB AND MOBILE MARKETING 8

Online Marketing Research – Primary Research, Survey Methods, Web Site Development, Design and Contents – Modern Developments – Mobile Marketing – Event Promotion Contests.

UNIT V SEARCH ENGINE MARKETING 9

Search Engines, Search Engine Optimizations, Search Engine Advertising – Permission and Personalization Online – e-CRM and One to One Marketing, Permission Marketing, Personalization, Privacy and Trust – Online Marketing Legal Issues – Spam, Electronic Contract Information and Validation, Authentication, Security Data Protection, E-Payment Systems.

Total : 45

TEXT BOOK

1. Dave Chaffy et al, Internet Marketing – Strategy, Implementation and cases, 3rd Edition, Pearson Education, 2006.

REFERENCES

1. Richard Gay, Alan Charlesworth and Rita Esen, Online Marketing – A customer Led Approach, Oxford University Press, 2009.
2. Mery Lou Roberts, Internet Marketing, 1st Edition, Cengage Learning, 2009.
3. Sameer A. Kulkarni, A Text Book of Virtual Marketing, Excel Books, 2008.

IV TRIMESTER FINANCE – ELECTIVES

BA6005 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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UNIT I INVESTMENT SETTING 9

Financial and Economic meaning of Investment – Characteristics and Objectives of Investment – Types of Investment – Investment Alternatives – Choice and Evaluation – Risk and Return concepts.

UNIT II SECURITIES MARKETS 9

Financial Market – Segments – Types – Participants in Financial Market – Regulatory Environment, Primary Market – Methods of Floating New Issues, Book Building – Role of Primary Market – Regulation of Primary Market, Stock Exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of Stock Exchanges – Trading System in Stock Exchanges – SEBI.

UNIT III FUNDAMENTAL ANALYSIS 9

Economic Analysis – Economic Forecasting and Stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry Classification, Industry Life Cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds Investor Ratios.

UNIT IV TECHNICAL ANALYSIS 9

Fundamental Analysis vs Technical Analysis – Charting methods – Market Indicators - Trend – Trend reversals – Patterns – Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V PORTFOLIO MANAGEMENT 9

Portfolio analysis – Portfolio Selection – Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation.

Total: 45

TEXT BOOKS

1. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management, 4th Edition, PHI, 2008.

REFERENCES

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
2. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning / Pearson Education., New Delhi, 6th edition, 2008.
3. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House 2006
4. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008.

BA6006 - MERCHANT BANKING AND FINANCIAL SERVICES

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3 0 0 3

UNIT I MERCHANT BANKING 5

Introduction – An Overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank – Legal and Regulatory Framework – Relevant Provisions of Companies Act – SERA – SEBI guidelines – FEMA, etc. – Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT 12

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. – Role of Registrars – Bankers to the Issue, Underwriters, and Brokers – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off – Share Issues – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES 10

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES 10

Leasing and Hire Purchasing – Basics of Leasing and Hire Purchasing – Financial Evaluation.

UNIT V OTHER FINANCIAL SERVICES 8

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfaiting – Venture Capital – Offshore Funding.

Total: 45

TEXT BOOKS

1. M.Y.Khan, Financial Services, 4th Edition, Tata McGraw Hill, 2008.
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008

REFERENCES

1. S Gurusamy, Financial Services, Tata McGraw Hill, 2008.
2. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi. 2000.
4. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 1st Edition, 2008.

BA6007 - TAXATION MANAGEMENT

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UNIT I INTRODUCTION 9

Direct Taxes, Indirect Taxes: Concept and Examples – Revenue Sharing between Centre and States – Finance Commissions: Role and Functions – Budgets – Tax Evasion and Tax Avoidance.

UNIT II INCOME TAX 9

Income Tax Law: Definitions – Concept of Income – Previous Year, Assessment Year – Residential Status – Heads of Income – Income from Business – Capital Gains – Carry Forward and Set-off of Losses – Exemptions and deductions – Assessment – Advance Tax – Tax Deduction at Source.

UNIT III CORPORATE TAXES 9

Corporate Taxes – Service Tax, VAT – Chargeability – Tax Management.

UNIT IV CENTRAL EXCISE LAW 9

Central Excise Law: Chargeability – Scope and Basis of Duty – Classification and Valuation of Goods – Out Payment – Clearance of Goods.

UNIT V CUSTOMS LAW 9

Customs Law: Levy – Exemptions – Collection of Customs – Customs Clearance of Import and Export Cargo.

Total: 45

TEXT BOOKS

1. V.K.Singhania , Direct Taxes Law and Practice, Taxmann Allied Services Pvt.Ltd – Latest Edition.
2. Datey V.S., Indirect Taxes– Taxmann Allied services Pvt. Ltd., 2008.

REFERENCE

1. B B Lal, Direct Taxes, Pearson Publication, Latest edition. (Based on every year Financial Bill)

BA6008 - MUTUAL FUND ANALYSIS

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UNIT I INTRODUCTION 9

The Concept of Mutual Fund – Origin of Mutual Funds – Size of the Industry – Growth Trends – Role of Mutual Funds in Financial Market – Structure of Mutual Funds – Mutual Fund Expense – Entry Load, Exit Load – New Fund Offer – Net Asset Value, (NAV): Definition and Estimation Cum Dividend NAV and Ex Dividend NAV Dividend Distribution and Its Effects on NAV Reinvestment of Dividends Investment and Withdrawal Plans: Lumpsum and Systematic.

UNIT II TYPES OF MUTUAL FUND 9

Types of Funds – Open End Funds, Close End Funds, Equity Funds – Debt Funds – Money Market Funds – Sectoral Funds – Theme Funds – Exchange Traded Funds – Commodity Funds – Fund of Funds.

UNIT III RETURN AND RISK 9

Return and Risk – Type of Returns From Mutual Fund – Measurement of Return – Benchmark – Systematic Risk – Unsystematic Risk – Measurement of Risk – Standard Deviation – Volatility Confidence Intervals – Exponential Moving Average of Risk – Tracking Error.

UNIT IV EVALUATION 9

Performance Evaluation – Sharpe – Treynor – Jensen Index – Sortino Ratio – Famas Decomposition of Risk – Blacks Appraisal Ratio – Holding Period Analysis – Investor Selection of Mutual Fund. Comparative Study of Mutual Fund Performance based on Net Wealth Basis.

UNIT V MUTUAL FUNDS: REGULATIONS AND GOVERNANCE 9

SEBI and Mutual Funds – Qualifications and Obligations of AMC – How Mutual Funds are set up – Sponsor – Trusteeship – Rights and Responsibilities (or Obligations) of Registrar (or Transfer Agents), Trustee and Custodians – Marketing and Distribution Participants.

Total: 45

TEXT BOOKS

1. Mark Mobius, Mutual Funds an Introduction to Core Concepts, John Wiley & Sons, 2007.
2. John Haslem, Mutual Funds Risk and Performance Analysis for Decision Making, Blackwell, 2003.

REFERENCE BOOKS

1. Samir Barua et al , Portfolio Management , Tata McGraw Hill,1992
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House 2006.
3. Sadhak H, Mutual Funds in India, Marketing strategies, Sage Publications, 2003
4. Sundar, Sankaran, Indian Mutual Funds. Hand Book Vision Books, 2007.
5. Sharpe, Investments, Prentice Hall India, 2002.

V TRIMESTER FINANCE – ELECTIVES

BA6035 - INTERNATIONAL TRADE FINANCE

L T P C
3 0 0 3

UNIT I INTERNATIONAL TRADE 8

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

UNIT II EXPORT AND IMPORT FINANCE 8

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its Schemes – Import Licensing – Financing Methods for Import of Capital Goods.

UNIT III FOREX MANAGEMENT 8

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors Influencing Exchange Rates – The effects of Exchange Rates in Foreign Trade – Tools for Hedging against Exchange Rate Variations – Forward, Futures and Currency Options – FEMA – Determination of Foreign Exchange Rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 12

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

UNIT V EXPORT PROMOTION SCHEMES 9

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

Total: 45

TEXT BOOKS

1. Apte P.G., International Financial Management, 5th Edition, Tata McGraw Hill, 2009.
2. Francis Cherunilem, International Trade and Export Management, 2nd Edition, Himalaya Publishing House, 1997.

REFERENCES

1. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.
2. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
3. Cheol S Eun and Bruce Resnick, International Financial Management, 4th Edition, Tata McGraw Hill, 2008.

BA6036 - STRATEGIC INVESTMENT AND FINANCING DECISIONS

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UNIT I INVESTMENT DECISIONS 9

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 APPRAISAL TECHNIQUES 12

NPV, IRR, Profitability Index, Pay Back, ARR – 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 9

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 6

Capital Structure – Capital Structure Theories – Capital Structure Planning in Practice.

UNIT V FINANCIAL DISTRESS 9

Consequences, Issues, Bankruptcy, Settlements, Reorganization and Liquidation in Bankruptcy.

Total: 45

TEXT BOOKS

1. Prasanna Chandra, Financial Management, 7th Edition, Tata McGraw Hill, 2008.
2. Prasanna Chandra, Projects : Planning, Analysis, Financing Implementation and Review, 10th Edition, Tata McGraw Hill, New Delhi, 2009.

REFERENCES

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi 2002.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003.
3. I. M. Pandey, Financial Management , Vikas Publishing House, 2003.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003.

BA6037 - DERIVATIVES MANAGEMENT

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UNIT I INTRODUCTION 10

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

UNIT II FUTURES CONTRACT 10

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

UNIT III OPTIONS 10

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option Payoff, Options on Securities, Stock Indices, Currencies and Futures – Options Pricing Models – Differences between Future and Option Contracts.

UNIT IV SWAPS 7

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

UNIT V DERIVATIVES IN INDIA 8

Evolution of Derivatives Market in India – Regulations – Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and Specifications for Stock Futures and Index Futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

Total: 45

TEXT BOOKS

1. S.L.Gupta, Financial Derivatives – Theory, Concepts and Problems, 5th Edition, PHI, 2008.
2. John.C.Hull, Options, Futures and other Derivative Securities', 7th Edition, Pearson, 2008.

REFERENCES

1. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.
2. Don M Chance and Robert Brooks, Derivatives and Risk Management Basics, Cengage, 2nd Edition, 2009.
3. Jayanth Rama Varma, Derivatives and Risk Management, Tata McGraw Hill, 1st Edition, 2008.
4. David Dubofsky, 'Option and Financial Futures – Valuation and Uses, 2nd Edition, McGraw Hill, International Edition. 1992.

BA6038 - BANKING AND INSURANCE

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BANKING

UNIT I BANKING SYSTEM AND STRUCTURE IN INDIA 7

Banking System and Structure in India – Types of Banks in Operations – Present Structure: Central Banking (RBI), Commercial Banking (Nationalized and Private), Cooperative Banking, (Financial Institutions like NABARD, IDBI, SIDBI, EXIM Bank, IFCI, ICICI, SHCL, DFHI, NHB, SFCs, etc.) Investment Banking, International banking – Role of Reserve Bank and GOI as Regulator Of Banking System – Provisions of Banking Regulation Act and Reserve Bank of India Act.

UNIT II BANKING TECHNOLOGY AND LENDING 11

Banking Technology – Home Banking – ATMs – Internet banking – Mobile banking – Core banking Solutions – Debit, Credit, and Smart Cards – EFD – RTGS – Banker as Lender – Types of Loans – Overdraft Facilities – Discounting of Bills – Financing Book Debts and Supply Bills – Charging of Security Bills – Pledge – Mortgage – Assignment.

INSURANCE:

UNIT III INTRODUCTION TO INSURANCE 9

Need for and Importance of Insurance, Insurance Functions and Services – Elements of Insurance Risk – Calculation of Human Life Value – Players in Life and Non-Life Insurance sector – Regulatory and Legal Framework Governing the Insurance Business and Economics of Insurance.

UNIT IV TYPES OF INSURANCE 9

Life Insurance and General Insurance Products including Unit Linked Plans – Re-Insurance – Nature of Re-Insurance risk – Legal Framework of Life and General Insurance.

UNIT V INSURANCE PROGRAMS 9

Property Insurance – Liability Insurance – Health Insurance – Employee Benefits Plans – Life Insurance and Survivor Benefit Programs – Health Benefit Programs – Pension and Group Scheme – Retirement Insurance Programs – Income Tax Planning.

Total : 45

TEXT BOOK

1. Jyotsna Sethi, Nishwan Bhatia, Elements of Banking and Insurance, 2nd Edition, PHI 2008.

REFERENCES

1. Koch W, Timothy, & S. Scott., Bank Management, Thomson, New Delhi, 2005
2. C.Arthur Williams ,l.smith and Peter C.Young, Risk Management and Insurance, 4th Edition, Irwin McGraw Hill, 2007.
3. IIBF. “Principles of Banking” MacMillan, New Delhi.2007.
4. Sunderaram and Varshney, Banking Theory, Law and Practice, Sultan Chand & Sons, New Delhi, 2002.

IV TRIMESTER HUMAN RESOURCE – ELECTIVES

BA6009 - MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

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UNIT I DEFINING THE MANAGERIAL JOB 8

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job Behaviour – Functional and Level Differences in Managerial Job Behaviour.

UNIT II DESIGNING THE MANAGERIAL JOB 12

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard – Feedback – Career Management – Current Practices.

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS 7

Definition – The Person, Process, Product and 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 8

Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE 10

Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and Innovation.

Total: 45

REFERENCES

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1stedition, 2008.
8. Richard L.Daft, Leadership, Cengage, 1st Indian Reprint 2008.

BA6011 - ORGANIZATIONAL THEORY, DESIGN AND DEVELOPMENT

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UNIT I ORGANIZATION AND ITS ENVIRONMENT 8

Meaning of Organization – Need for existence – Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Resources Approach – Systems Approach and Technical Approach – HR Implications.

UNIT II ORGANIZATIONAL DESIGN 15

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

UNIT III ORGANIZATIONAL CULTURE 6

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

UNIT IV ORGANIZATIONAL CHANGE 6

Meaning – Forces for Change – Resistance to Change – Types and Forms of Change – Evolutionary and Revolutionary Change – Change Process – Organization Development – HR Functions and Strategic Change Management – Implications for Practicing Managers.

UNIT V ORGANIZATION EVOLUTION AND SUSTENANCE 10

Organizational Life Cycle – Models of Transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity – HR Implications.

Total: 45

TEXT BOOKS

1. Gareth R.Jones, Organizational Theory, Design & Change, Pearson Education, 7th Edition 2009.
2. Richard L. Daft, Understanding the theory & Design of Organizations, Cengage Learning Western, 7th Edition 2009.

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organizational development and Change, South Western Thompson, 2007
2. Robbins Organization Theory; Structure Design & Applications, Prentice Hall of India, 2005.
3. Bhupen Srivastava, Organizational Design and Development: Concepts application, Biztantra, 2007.
4. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change –A Human Resource Strategy Approach, Wiley, 2005

BA6012 - CHANGE MANAGEMENT

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UNIT I	INTRODUCTION	9
Nature and Types of Organizational Change – Causes and Rationale for Change – Environmental and Internal Organizational Determinants of Change – Planned and Emergent Change – Proactive and Reactive Emergent Change and Responses to These Changes – Incremental and Radical Change – The Links Between Nature / Types of Change and Nature / Type of Leadership Required – Transactional vs Transformational.		
UNIT II	ORGANIZATIONAL CHANGE	9
Perspectives of Organizational Change – Models of Change – Process Based, Content Based – Integration of Change Models – Resistance for Organization Change – Change and Its Impact.		
UNIT III	INTERVENTION STRATEGIES	9
Diagnostic Strategies and Skills – Intervention Strategies – Interpersonal, Team Development, Inter Group Development Interventions – Role of Power, Policies and Ethics in OD – Role of Change Agents and Leadership – Implementing Organization Change.		
UNIT IV	BEHAVIOURAL CHANGE	9
Behavioural Implications of Change – The Manifest, Latent and Paradoxical Consequences of Change – The Concept of Resigned Behavioural Compliance – The Positive and Negative Functions of Resistance – Intended and Unintended Behavioural Reaction to Downsizing and Delaying – Understanding and Managing Uncertainty and Ambiguity in the Change Process.		
UNIT V	INTERVENTION STRATEGY	9
Intervention Strategy – Advantages and Limitations of Change Technologies and Leadership Models – Leadership and Emotional Intelligence to Achieve Goals – Challenges of Leading Change.		
Total: 45		

TEXT BOOKS

1. Cummings, T.G. and Worley, C.G. Essentials of Organizational Development and Change, South Western College Publishing, Thomson Learning, 2001.
2. Radha R Sharma, Change Management – concept and applications, 2nd Edition, Tata McGraw Hill, 2006.

REFERENCES

1. Kavitha Singh, Organization Change and Development, 1st Edition, Excel Books, 2005.
2. Palmar Dunford and Akin, Managing Organizational Change, 5th Edition, Tata McGraw Hill, 2006.
3. Adrian Thornhill et al, Managing Change – A Human Resource Strategy Approach, 7th Edition, Pearson Education, 2008.
4. Leona de Cal, Organization Change and Development, Sage Publication, 1996.

V TRIMESTER HUMAN RESOURCE – ELECTIVES

BA6039 - STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

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UNIT I HUMAN RESOURCE DEVELOPMENT 10

Meaning – Strategic Framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability, Bench Marking and HRD Audit.

UNIT II E-HRM 6

e-Employee Profile – e-selection and Recruitment – Virtual learning and Orientation – e-Training and Development – e-Performance Management and Compensation Design – Development and Implementation of HRIS – Designing HR Portals – Issues in Employee Privacy – Employee Surveys Online.

UNIT III CROSS CULTURAL HRM 7

Domestic vs International HRM – Cultural Dynamics – Culture Assessment – Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments – Current Challenges in Outsourcing, Cross border M&A – Repatriation, etc – Building Multicultural Organization – International Compensation.

UNIT IV CAREER & COMPETENCY DEVELOPMENT 10

Career Concepts – Roles – Career stages – Career planning and Process – Career Development Models – Career Motivation and Enrichment – Managing Career Plateaus – Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING 12

Need for Coaching – Role of HR in Coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counseling – Role of HR in Counseling – Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources – Consequences – Stress Management Techniques – Eastern and Western Practices – Self Management and Emotional Intelligence.

Total:45

TEXT BOOKS

1. Randy L. Desimone, Jon M. Werner, David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Richard Regis, Strategic Human Resource Management and Development, 1st Edition, Excel Book Publication, 2008.

REFERENCES

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
2. Bernadin, Human Resource Management, Tata McGraw Hill, 2006.
3. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
4. Tony Edwards and Chris Rees, International Human Resource Management, Pearson Education, 2007.

BA6040 - KNOWLEDGE MANAGEMENT

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UNIT I THE RISE OF KNOWLEDGE MANAGEMENT 9

Traditional Methods - Factors of Productivity - The Learning Organization - Role of Information Technology. Implications to Leadership and Competitiveness Concepts of Knowledge – Definitions – Attributes - Classification Framework.

UNIT II KNOWLEDGE AND ORGANIZATIONAL STRATEGY 9

Elements of Organizational Strategy – Knowledge for Strategy Formulation and Implementation – Knowledge and Organizational Leadership.

UNIT III KNOWLEDGE AND ORGANIZATIONAL PROCESSES 9

Elements of Organizational Processes – Knowledge for Process Effectiveness and Efficiency – Knowledge Environment and Infrastructure.

UNIT IV KNOWLEDGE MANAGEMENT PROCESSES AND PRACTICES 9

Knowledge Creation and Acquisition – Knowledge Documentation and Retrieval – Knowledge Sharing and Application.

UNIT V KNOWLEDGE MANAGEMENT AND IT 9

Technology Components – Intranet and Groupware solutions – Tools for Collaborative Intelligence – Package Choices – Implementing Security – Integrating with web-based and Internal Operational and Support Systems.

Total: 45

TEXT BOOK

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, 1st Edition, Elsevier Publication, 2008.

REFERNCES

1. Bukowitz, Wendi R., and Ruth Williams, “The Knowledge Management Fieldbook”, Prentice–Hall, New York. 1999.
2. Amrit Tiwana. “The Essential Guide to Knowledge Management”, Pearson Education, 2001
3. Despres, C., and Daniele Chauvel (eds.), “Knowledge Horizons: The Present and the Promise of Knowledge Management”, Butterworth–Heinemann, New Delhi. 2001.
4. Gamble, Paul R., and John Blackwell; “Knowledge Management – A state of the art guide”; Kogan Page, London. 2001.

BA6041 - INDUSTRIAL RELATIONS AND LABOUR WELFARE

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UNIT I INDUSTRIAL RELATIONS 7
Concepts – Importance – Industrial Relations Issues in the Public Sector – Growth of Trade Unions – Codes of Conduct.

UNIT II INDUSTRIAL CONFLICTS 12
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III LABOUR WELFARE 8
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

UNIT IV INDUSTRIAL SAFETY 9
Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR 9
Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently Abled Labour – BPO and KPO Labour – Social Assistance – Social Security – Implications.

Total: 45

TEXT BOOKS

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. C.S.Venkata Ratnam, Industrial Relations, 9th Edition. Oxford University Press, 2008.

REFERENCES

1. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, MacMillan Business Books, 2008.
3. B D Singh, Industrial Relations and Labour Laws, Excel Books, 2008.
4. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.

BA6042 - LABOUR LEGISLATIONS

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Legal Provision relating to

- a) Wages
- b) Working Conditions and Labour Welfare
- c) Industrial Relations
- d) Social Security

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	4
6. The Workmen's Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	3
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2
17. The Special Economic Zones Act, 2005	2

Total: 45

TEXT BOOKS

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.

REFERENCES

1. P R N Sinha, et al, Industrial Relations, Trade Unions and Labour Legislation, 5th Edition, Pearson Education, 2009.
2. Tax Mann, Labour Laws, 2008.
3. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

IV TRIMESTER SYSTEMS ELECTIVES

BA6013 - INFORMATION TECHNOLOGY FOR MANAGEMENT

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UNIT I IT IN THE ORGANIZATION 9

Organizations, Environment and Information Technology – The New World of Business – IT Developments and Trends – Information Technologies – Classification of Information System – Transactional and Functional Processing – Operational, Managerial and Strategic Systems – Information Infrastructure and Architecture – Managing Information Sources – Strategic Information System – Business Process Reengineering and IT.

UNIT II NETWORKS AND IT 9

Network Computing: Discovery, Communication and Collaboration – Groupware Technology and Infrastructure – Electronic Commerce – B2C, B2B Applications – Impacts of IT on Organizations, Individuals and Society.

UNIT III IT APPLICATIONS 9

Transaction Processing – Innovative Functional Systems – Supply Chain Integrations – Supporting Management and Decision Makings.

UNIT IV DATA KNOWLEDGE MANAGEMENT 9

Data Knowledge Management – Data Ware Housing, Mining and Data Visualization Technologies only – Intelligent Support System – AI, Expert System Voice to Neural Computing – Fuzzy Logic – Intelligent Agents – Virtual Reality.

UNIT V MANAGING IT 9

Planning for Information Technology and System – Information Technology Economics (Economic and Financial Trends – Benefits, Cost and Performance – Intangible Benefits) – System Development – Managing Information Resources, Control and Security.

Total: 45

TEXT BOOK

1. Turban ,McLean and Wetherbe “ Information Technology For Management”, Second Edition, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2001.

REFERENCE BOOK

1. Garroll W. Frenzel Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston, 2004.
2. Effy Oz, Management Information Systems, 1st Edition, Cengage Learning, 2008.
3. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005.
4. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004.

BA6014 - ENTERPRISE RESOURCE PLANNING

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UNIT I INTRODUCTION 8

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 – Case Studies.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES 10

Overview of ERP Software Solutions – Small Medium and Large Enterprise Vendor Solutions, BPR, Business Engineering and Best Business Practices – Business Process Management. Overview of ERP Modules – Sales and Marketing, Accounting and Finance, Materials and Production Management etc. – Case Studies.

UNIT III ERP IMPLEMENTATION 10

Planning Evaluation and selection of ERP Systems – Implementation Life Cycle – ERP implementation, Methodology and Frame Work – Training – Data Migration. People Organization in Implementation – Consultants, Vendors and Employees – Case Studies.

UNIT IV POST IMPLEMENTATION 8

Maintenance of ERP – Organizational and Industrial Impact; Success and Failure factors of and ERP Implementation – Case Studies.

UNIT V EMERGING TRENDS ON ERP 9

Extended ERP Systems and ERP bolt on – CRM, SCM, Business Analytics etc – Future Trends in ERP Systems – Web Enabled, Wireless Technologies so on – Case Studies.

Total: 45

TEXT BOOK

1. Alexis Leon, ERP demystified, second Edition Tata McGraw–Hill, 2006.

REFERENCES

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw–Hill, 2008
2. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
3. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP – Concepts and Practice, Prentice Hall of India, 2006.
4. Mary Sumner, Enterprise Resource Planning, 4th Edition, Pearson Education, 2008.

BA6015 - E-COMMERCE TECHNOLOGY AND MANAGEMENT

L	T	P	C
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UNIT I INTRODUCTION TO E-COMMERCE 8
Electronic Commerce and Physical Commerce – Economic Forces – Advantages – Myths – Business Models.

UNIT II TECHNOLOGY INFRASTRUCTURE 10
Internet and World Wide Web, Internet Protocols – FTP, Intranet and Extranet – Cryptography, Information Publishing Technology – Basics of Web Server Hardware and Software.

UNIT III BUSINESS APPLICATIONS 10
Consumer Oriented Ecommerce – Retailing and Models – Marketing on Web – Advertising, e-mail Marketing, e-CRM; Business Oriented e-commerce – e-Government, EDI on the Internet, SCM; Web Auctions, Virtual Communities and Web Portals.

UNIT IV ECOMMERCE PAYMENTS AND SECURITY 9
E payments – Characteristics of payment of systems, protocols, E-cash, E-cheque and Micro payment systems – Trust issues and security assurance – verisign.

UNIT V LEGAL AND PRIVACY ISSUES IN E- COMMERCE 8
Legal, Ethics and Privacy Issues – Protection Needs And Methodology – Consumer Protection, Cyber Laws , Contracts and Warranties . Taxation and Encryption Policies.

Total: 45

TEXT BOOKS

1. Hentry Chan & el, E-Commerce, fundamentals and Applications, Wiley India Pvt. Ltd, 2007.
2. Gary P. Schneider, Electronic commerce, 4th Edition Thomson course technology, 2007

REFERENCES

1. Bharat Bhasker, Electronic Commerce – Frame Work Technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2008.
2. Kamlesh K.Bajaj and Debjani Nag, Ecommerce– the cutting edge of Business, Tata McGraw Hill Publications, 2008
3. Efraim Turban et al, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2006.
4. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004

V TRIMESTER SYSTEMS ELECTIVES

BA6043 - ALGORITHMS AND C PROGRAMMING

L	T	P	C
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UNIT I INTRODUCTION 9

The Problem Solving Aspect – Top Down Design – Implementation of Algorithms – Program Verification – Efficiency of Algorithms – Analysis of Algorithms – Exchanging the values – Counting – Factorial Computation – SINE Computation – Base Conversion.

UNIT II FACTORING METHODS 9

Factoring Methods – Array Techniques – Merging – Sorting – Searching.

UNIT III OVERVIEW OF C 9

Overview of C – Constants – Variables and Data Types – Operators and Expressions – Managing Input / Output Operations – Formatted I/O – Decision Making – Branching – IF – Nested IF – Switch – Goto – Looping Statements.

UNIT IV ARRAYS 9

Arrays – Dynamic and multi dimensional arrays – Character arrays and Strings – String handling Functions – User defined Functions – Categories of Functions – Recursion – Structures and Unions – Array of Structures – Structures and Functions.

UNIT V POINTERS AND DECLARATION 9

Pointers – Declaration – Accessing a Variable – Character Strings – Pointers to Functions and Structures – File Management in C – Dynamic Memory Allocation.

Total: 45

TEXT BOOKS

1. Cormen T H, Leiserson C E and Rivest R L, Introduction to Algorithms, Prentice Hall, 2007.
2. Yashvant Kanetkar, Let us 'C', 8th Edition, Jones & Bartlett Publishers, 2008.

REFERENCES

1. Ellis Horowitz, Sartaj Sahni, Sanguthevar Rajase Karan, Fundamentals of Computer Algorithms, Galgoties, 2006.
2. Deitel and Deitel, "C How to Program", Addison Wesley, 2001.
3. Brian W.Kernighan and Dennis Ritchie, "C Programming Language", Pearson Education, 1998.

BA6044 - SOFTWARE PROJECT AND QUALITY MANAGEMENT

L	T	P	C
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UNIT I	INTRODUCTION	6
Product life Cycle, Project Life Cycle Models for software and Process Models.		
UNIT II	PROJECT MANAGEMENT PROCESS AND ACTIVITIES	9
Project Initiation, Project Planning and Tracking, Project Closure.		
UNIT III	ENGINEERING ACTIVITIES	9
Software Requirements Gathering, Estimation, Design and Development Phase. Project Management in the Testing and Maintenance Phase.		
UNIT IV	INTRODUCTION TO SOFTWARE QUALITY	10
Software Quality Views & Standards – Fundamental Measures, Size, Effort, Defects. Software Quality Metrics, Complexity Metrics. Defect Identification and Removal Efficiency. Function Points – Benchmarking for Software Quality.		
UNIT V	SOFTWARE QUALITY ASSURANCE	11
Reliability Models for Software Quality – ISO 9000 for Software Quality – CMM, CMMI, PCMM, PSP, and COCOMO – TQM for Software Quality.		
		Total 45

TEXT BOOKS

1. Roger S Pressman, 'Software Engineering – A Practitioners Approach', McGraw Hill International Edition, New Delhi, 2001.
2. Robert T Futrell, Donald F Shafer, Lurda I Safer, Quality Software Project Management, Pearson Education, 2002.

REFERENCES

1. Stephen Kan, 'Software Quality Metrics and Models', Pearson Education Asia, 2003.
2. Alan Gillies, 'Software Quality – Theory & Management', Thomson Learning, 2003.
3. Watts S Humphrey, Managing the Software Process, Addison Wesley, 1999.
4. Pankaj Jolote, Software Project Management in Practice, Addison Wesley, 2002.
5. Hughis, Software Project Management, 3rd Edition, Tata McGraw Hill, 2004.

BA6045 - MULTIMEDIA SYSTEMS

L	T	P	C
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UNIT I FUNDAMENTALS 9

Multimedia Elements – Multimedia Applications – Multimedia Architecture – Evolving Technologies for Multimedia Systems – Defining Objects for Multimedia Systems – Multimedia Data Interface standards – Need for Compression – Multimedia Databases.

UNIT II COMPRESSION AND DECOMPRESSION 9

Types of Compression – Binary Image Compression Schemes – Color, Gray Scale, and Still-Video image Compression - Video image Compression – Audio Compression – Fractal Compression.

UNIT III FILE FORMAT, I/O, AND STORAGE TECHNIQUES 9

Data and File Formats: RTF – TIFF – RIFF – MIDI – JPEG DIB – AVI – MPEG – TWAIN. Input / Output Technologies: Pen Input – Video and Image Display systems, Print Output Technologies – Image Scanners – Digital Voice and Audio – Video images and Animation – Full Motion Video – Storage and Retrieval Technologies: Magnetic Media Technology – Optical Media – Hierarchical Storage Management – Cache Management for Storage Systems.

UNIT IV MULTIMEDIA AUTHORIZING AND HYPERMEDIA MESSAGING 9

Multimedia Authoring Systems – Hypermedia Application Design Considerations – User Interface Design – Information Access – Object Display / Playback Issues – Mobile Messaging – Hypermedia Message Components – Hypermedia Linking and Embedding – Creating Hypermedia Messages – Integrated Multimedia Message Standards – Integrated Document Management.

UNIT V MULTIMEDIA SYSTEMS DESIGN AND EXAMPLE 9

Determining Enterprise Requirements – Business Model for IFC – Business Information Model for IFC – Architectural Recommendation and Technology Feasibility – Modeling the Objects – Analyzing Performance Requirements – Design Considerations – Designing Storage Distribution – Optimizing Network Transportation.

Total 45

TEXT BOOK

1. Prabhat K Andleigh, Kiran Thakrar, “Multimedia Systems Design”, Prentice Hall of India Private Limited, 2007

REFERENCE BOOKS

1. Judith Jeffcoate, “Multimedia In Practice: Technology and Applications”, Prentice Hall of India Private Limited, 1998.
2. John F. Koegel Buford, Multimedia Systems 1st Edition, Pearson education, 2004.
3. Relf Steinmetz, klara Nahrstedt, Multimedia: Computing, Communications and Applications, 1st edition, Pearson education, 2009.

BA6046 – CLIENT-SERVER ARCHITECTURE

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UNIT I INTRODUCTION 9

Overview: Definition, History, Myths, Transition to Client Server Computing, Database Architectures, Advantages and Disadvantages of Client Server Architecture.

UNIT II CLIENT-SERVER COMPONENTS 9

Components: Client, Server, Network, Role and Services of Client–Server, Selection of Operating System as Client and Server, Types of Client and Servers, Connectivity, Messaging and Peer-to-Peer Communication, Role of OSI Layer in Client Server, TCP/IP Networks.

UNIT III MIDDLE -WARE 9

Middle-Ware: Definition, Role, 2 Tier vs 3 Tiers, Network File System, Network Operating System, API, RPC Model and Implementation, IPC.
Database Server: Memory and Process Architecture, SQL and PL SQL.

UNIT IV CLIENT-SERVER PROCESSING 9

Client-Server Processing: Transaction Processing, Remote Processing, Distributed Processing. Developing and Managing C/S Applications: Development Tools, Network Management, Backup and Recovery, Data Integrity and Security.

UNIT V DATA WAREHOUSING 9

Distributed Objects: Introduction to ODBC & JDBC – Data Warehousing: Operational Data and Analytical Data, Architecture.

Total: 45

TEXT BOOK

1. Robert Orfali, Dan Harkey and Jere Edwadrs, The Essential Client/Server Survival Guide, Galgoties Publications, 2002.

REFERENCE BOOKS:

1. Patrick Smith, Client / Server Computing (Professional Reference Series), Sam, 2nd Sub Edition, 1997.
2. Jeffrey D. Schank, Novell’s Guide to Implementing Client Server Application and Architecture, Sybex, 1994.

IV TRIMESTER OPERATIONS ELECTIVES

BA6017 - FACILITIES LOCATION AND PROCESS DESIGN

L	T	P	C
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UNIT I INTRODUCTION 3

Facilities Requirements, Need for Layout Study – Types of Layout, Model Classification, Criterion Selection, Model Validation, Design Process.

UNIT II PLANT LAYOUT 10

Layout Problem, Plant Layout Procedures – Various Approaches, Flow and Activity Analysis, Designing the Layout.

UNIT III PLANT LOCATION 15

Plant Location Analysis – Factors, Costs, Location Decisions – Simple Problems in Single Facility Location Problems, Multi Facility Location Problems, Network Location Problems.

UNIT IV PROCESS MANAGEMENT AND STRATEGY 12

The Process View of Organizations, Performance Measures, Product Attribute and Process Competencies, Process Design, Planning, and Control, Strategic Positioning and Operational Effectiveness, Strategic Fit, Matching Products and Processes, Operations Frontier and Trade-offs.

UNIT V PROCESS FLOW 5

Process Flow, Key Measures, Flow Time, Flow Rate, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow – Rate and Capacity Analysis, Managing Flow Variability, Process Integration – Lean Operations: Process Synchronization and Improvement

Total: 45

TEXT BOOKS

1. Richard Francis, L. Leon McGinnis, F. Jr., John White, A., “Facility Layout and Location – an Analytical Approach”, 2nd Ed, Prentice Hall of India, 2004.
2. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006

REFERENCES

1. G.Halevi and R.D.Weill, “Principles of Process Planning” Chappman and Hall, Madras 1995.
2. Drezner Zvi and Hamacher, Horst W, Facility Location: Applications and Theory, 2nd Edition, Springer, 2002
3. J A Tompkins et al, Facility Planning, 3rd Edition, John Wiely & Sons, 2003.

BA6018 - COMPUTER AIDED MANUFACTURING (CAM)

L	T	P	C
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UNIT I INTRODUCTION 9

Computer Integrated Manufacturing (CIM) – Definition, Concept, Evolution and Benefits. Types of Manufacturing Systems and Sub–systems. Automated Systems – Elements, Functions and Levels.

UNIT II COMPUTERS AND COMMUNICATION IN CIM 9

Hardware, Software and Security Requirements for Implementing CIM Systems. Communication Systems for CIMS – Communications Matrix, Network Architectures and Techniques. Overview of Creating and Maintaining a Manufacturing Systems Database.

UNIT III DESIGN AND PRODUCTION 9

Fundamentals of Design for Manufacturing (DFM), Computer Aided Design (CAD), 3D Modeling Packages, Finite Element Analysis Packages and Transportability. NC, CNC and DNC Machines. Introduction to Part – Programming - Tool Management - Data Logging and Acquisition - Automated Data Collection.

UNIT IV MANUFACTURING SYSTEMS 9

Manufacturing Systems – Components, Classifications and Functions. Flexible Manufacturing Systems (FMS) – Components, Applications and Benefits, Planning and Implementation issues in FMS. Group Technology – Part-Families, Classification and Coding.

UNIT V CURRENT TRENDS 9

Concurrent Engineering. Role of Expert Systems in CIMS. Robotics – Overview, Types in CIMS. Automated Guided Vehicles – Types and Technology, Control. Overview of Automated Assembly Systems – Lean Production – Agile Manufacturing.

Total: 45

TEXT BOOK

1. Vajpayee Kant. S, Principles of Computer Integrated Manufacturing, Prentice Hall India, Second Indian Reprint, 2005.

REFERENCES

1. Mikell P.Groover, Automation, “Production Systems and Computer Integrated Manufacturing” PHI, 2001.
2. Ronald G.Askin, “Modeling and Analysis of manufacturing” John Wiley & Sons, 1993.

BA6019 - LOGISTICS MANAGEMENT

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3 0 0 3

UNIT I INTRODUCTION TO LOGISTICS AND COMPETITIVE STRATEGY 9

Definition and Scope of Logistics – Functions and Objectives – Customer Value Chain – Service Phases and Attributes – Value Added Logistics Services – Role of Logistics in Competitive Strategy.

UNIT II WAREHOUSING AND MATERIALS HANDLING 9

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

Material Handling equipment and Systems – Role of Material Handling in Logistics. Material Storage Systems – Principles – Benefits – Methods. Automated Material Handling.

UNIT III PERFORMANCE MEASUREMENT AND COSTS. 9

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit.

Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

UNIT IV TRANSPORTATION AND PACKAGING 9

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Route Planning – Containerization. Modal Characteristics, Inter-Modal Operators and Transport Economies.

Packaging– Design considerations, Material and Cost. Packaging as Unitization – Consumer and Industrial Packaging.

UNIT V CURRENT TRENDS 9

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management. Automatic Identification Technologies. Warehouse Simulation.

Reverse Logistics – Scope, Design and as a Competitive Tool. Global Logistics – Operational and Strategic Issues. Strategic Logistics Planning.

Total: 45

TEXT BOOK

1. Douglas M Lambert et al, Fundamentals of Logistic Management, McGraw Hill, 1997.

REFERENCES

1. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint 2004.
2. Ronald H Ballou, Business Logistic Management, PHI, 2005.
3. Benjamin S Blanchand, Logistic Engineering and Management, Pearson Education, 2009.
4. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.

BA6016 - DECISION SUPPORT SYSTEMS

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UNIT I DECISION SUPPORT SYSTEMS 6

Decision Concept – Steps – Decision Support System – Components – Characteristics – Classification & Application.

UNIT II MODEL MANAGEMENT 5

Models – Modeling Process – Types of Models – Optimization – Simulation – Heuristic – Descriptive – Predictive – Model base – Modeling Languages – Model Directory – Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.

UNIT III DATA MANAGEMENT SYSTEMS 7

Database – Sources of Data – Data Directory – Data Structure and Database Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.

UNIT IV DIALOG MANAGEMENT 7

User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural Language Processing – Speech Recognition and Understanding – Issues in User Interface.

UNIT V DEVELOPMENT OF DECISION SUPPORT SYSTEMS 10

Development Process – Software and Hardware and Data Acquisition – Model Acquisition – Dialog Development – Integration – Testing and Validation – Training and Implementation.

Total : 45

TEXT BOOK

1. Marakas, 'Decision Support Systems', Prentice Hall International Paper back Edition, Delhi, 1998.

REFERENCES

1. Efraim turban and Jay E Aronson, 'Decision Support Systems and Intelligent Systems', Prentice Hall International, 1998.
2. Janakiraman V.S. and Sarukesi. K. 'Decision Support Systems', Prentice Hall of India, 1999.
3. Lofti, 'Decision Support Systems and Management', McGraw Hill Inc., International Edition, New Delhi, 1996.

V TRIMESTER OPERATIONS ELECTIVES

BA6047 - SUPPLY CHAIN MANAGEMENT

L	T	P	C
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UNIT I INTRODUCTION 9

Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier – Manufacturer – Customer Chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems.

UNIT II STRATEGIC SOURCING 9

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class Supply Base. World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK 9

Distribution Network Design – Role, Factors Influencing, Options, Value Addition. Models for Facility Location and Capacity Location. Impact of uncertainty on Network Design. Network Design Decisions Using Decision Trees. Distribution Center Location Models. Supply Chain Network Optimization Models.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9

Overview of Demand Forecasting in the Supply Chain. Aggregate Planning in the Supply Chain. Managing Predictable Variability. Managing Supply Chain Cycle Inventory. Uncertainty in the Supply Chain – Safety Inventory. Determination of Optimal Level of Product Availability. Coordination in the Supply Chain.

UNIT V CURRENT TRENDS 9

E-Business – Framework and Role of Supply Chain in e-Business and B2B Practices. Supply Chain IT Framework. Internal Supply chain management. Fundamentals of Transaction Management. Supply Chain in IT Practice. Supplier Relationship Management. Information Systems Development. Packages in Supply Chain –eSRM, eLRM, eSCM. Supply Base Management.

Total: 45

TEXT BOOK

1. Sunil Chopra and Peter Meindi, Supply Chain Management–Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

REFERENCES

1. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.
2. Shapiro Jeremy F, Modeling the Supply Chain, 2nd Edition, Thomson Learning, 2002.
3. Janat Shah, Supply Chain Management Text and Cases, Pearson 2009
4. R P Mohanty and S G Deshmukh, Supply Chain Management Theory and Practices, Biztantra, 2009.

BA6048 - TOTAL QUALITY MANAGEMENT

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UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

Definitions – TQM Framework, Benefits, Awareness and Obstacles. Quality – Vision, Mission and Policy Statements. Customer Focus – Customer Perception of Quality, Translating Needs into Requirements, Customer Retention. Dimensions of Product and Service Quality - Cost of Quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

Overview of the Contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, Shingeo and Walter Shewhart. Concepts of Quality circle, Japanese 5S Principles and 8d Methodology.

UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY 9

Meaning and Significance of Statistical Process Control (SPC) – Construction of Control Charts for Variables and Attributed. Process Capability – Meaning, Significance and Measurement – Six Sigma Concepts of Process Capability. Reliability Concepts – Definitions, Reliability in Series and Parallel, Product Life Characteristics Curve. Total Productive Maintenance (TPM) – Relevance to TQM, Tero Technology. Business Process Re-Engineering (BPR) – Principles, Applications, Reengineering Process, Benefits and Limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

Quality Functions Development (QFD) – Benefits, Voice of Customer, Information Organization, House of Quality (HOQ), Building a HOQ, QFD Process. Failure Mode Effect Analysis (FMEA) – Requirements of Reliability, Failure Rate, FMEA Stages, Design, Process and Documentation. Taguchi Techniques – Introduction, Loss Function, Parameter and Tolerance Design, Signal to Noise Ratio. Seven Old (Statistical) Tools. Seven New Management Tools. Bench Marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

Introduction to IS/ISO 9004:2000 – Quality Management Systems – Guidelines for Performance Improvements. Quality Audits. TQM Culture, Leadership – Quality Council, Employee Involvement, Motivation, Empowerment, Recognition and Reward. Information Technology – Computers and Quality Functions, Internet and Electronic Communications. Information Quality Issues.

Total: 45

TEXT BOOKS

1. Dale H.Besterfield et al, Total Quality Management, 9th edition, Pearson Education, 2009.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, 1st Edition Himalaya Publishing House, 2002

REFERENCES

1. James R Evans, William M Lindsay, The Management and Control of Quality, 6th Edition, Cengage Learning, 2008.
2. Rose J.E. Total Quality Management, Kogan Page India Pvt. Ltd, 1993.
3. Frank M Gryna et al, Juran's Quality Planning & Analysis for Enterprise Quality, 5th Edition, Tata McGraw Hill, 2007.
4. Poornima M.Charantimath., Total Quality Management, Pearson Education, First Indian Reprint, 2003.

BA6049 - ADVANCED MAINTENANCE MANAGEMENT

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3 0 0 3

UNIT I MAINTENANCE CONCEPT 9
Objectives and Functions of Maintenance, Types, Maintenance Strategies. Organization for Maintenance. Five Zero Concept.

UNIT II FAILURE DATA ANALYSIS 9
MTBF, MTTF, Useful Life – Survival Curves – Repair Time Distribution Breakdown Time Distributions, Poisson, Exponential and Normal Distribution. Availability of Repairable Systems – Maintainability Prediction – Design for Maintainability.

UNIT III MAINTENANCE AND REPLACEMENT 9
Maintenance Planning: Overhaul and Repair: Meaning and Difference, Optimal Overhaul / Repair / Replace Maintenance Policy for Equipment Subject to Breakdown.
Replacement Decisions: Optimal Interval between Preventive Replacement of Equipment Subject to Breakdown, Group Replacement.

UNIT IV MAINTENANCE SYSTEMS 9
Fixed Time Maintenance, Condition based Maintenance, Operate to Failure, Opportunity Maintenance, Design out Maintenance, Total Productive Maintenance.

UNIT V ADVANCED TECHNIQUES 9
Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and Implementation. Signature Analysis – MMIS – Expert Systems – Concept of Tero Technology - Reengineering Maintenance Process.

Total: 45

TEXT BOOKS

1. R.C.Mishra & K.Pathak, Maintenance Engineering & Management, PHI, 2005
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S.Chand & Company, 2005

REFERENCES

1. Gopalakrishnan, P. Banerji, A.K., “Maintenance and Spare Parts Management”, Prentice Hall of India, 2004
2. Kelly and M.J. Harris "Management of Industrial Maintenance", Butterworth and Company Limited, 2007.
3. AKS Jardine "Maintenance, Replacement and Reliability", Pitman Publishing, 2005.

BA6050 - SIMULATION AND MODELLING

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UNIT I INTRODUCTION **7**

Systems, Modeling, General Systems Theory, Concept of Simulation, Simulation as a Decision Making Tool, Types of Simulation.

UNIT II RANDOM NUMBERS **7**

Pseudo Random Numbers, Methods of Generating Random Variates, Discrete and Continuous Distributions, Testing Of Random Numbers.

UNIT III DESIGN OF SIMULATION EXPERIMENTS **9**

Problem Formulation, Data Collection And Reduction, Time Flow Mechanism, Key Variables, Logic Flow Chart, Starting Condition, Run Size, Experimental Design Consideration, output Analysis and Interpretation Validation.

UNIT IV SIMULATION LANGUAGES **13**

Simulation Languages – Study of GPSS and Applications.

UNIT V CASE STUDIES/MINI PROJECT **9**

Development of Simulation Models using the Simulation Language Studied for Systems – Queuing Systems, Production Systems, Inventory Systems, Maintenance and Replacement Systems, Investment Analysis and Network.

Total: 45

TEXT BOOK

1. Jerry Banks and John S.Carson, Barry L Nelson, David M.Nicol, Discrete Event System Simulation, Prentice Hall, India, 2002.

REFERENCES

1. Geoffrey Gordan, System Simulation, 2nd edition PHI, 2008.
2. Shannon, R.E. Systems simulation, The Art and Science, PHI, 1975.
3. Thomas J.Schriber, Simulation using GPSS, John Wiley, 1991.