VIDYASAGAR UNIVERSITY

MIDNAPORE-721102, WEST BENGAL, INDIA

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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus w.e.f. 2014-15

MBA SYLLABUS

Papers of 100 marks each

First Semester: 8 Compulsory Papers of 100 marks each = 800 Marks

- **101** Management Processes and Organisational Behaviour
- **102** Managerial Economics
- **103** Quantitative Techniques
- **104** Accounting for Managers
- **105** Business Legislation
- **106** Business Ethics and Corporate Social Responsibilities
- **107** Business Communication and Practices
- **108** Computer Applications in Business

Second Semester: 8 Compulsory Papers of 100 marks each = 800 Marks

- **201** Financial Management
- **202** Marketing Management
- **203** Human Resource Management
- **204** Production and Operations Management
- **205** Operations Research
- **206** Research Methodology
- **207, 208** Project Work on field (Report – 150 marks, Viva – 50 marks)

Third Semester: 6 Specialisation Papers (4 from Major and 2 from Minor) and 2 Compulsory Papers of 100 Marks each = 800 Marks

- **301 to 306** Six Specialisation Papers – Four from Major Specialisation Group and Two from Minor Specialisation Group
- **307** Public Administration and Environmental Management
- **308** International Business Environment

Fourth Semester: 3 Specialisation Papers (2 from Major and 1 from Minor), 1 Compulsory Paper, and 2 Compulsory Papers of 100 Marks each = 800 Marks

- **401 to 403** Three Specialisation Papers –Two from Major Specialisation Group and One from Minor Specialisation Group
- **404** Strategic Management
- **405** Entrepreneurial & Corporate Skill Development
- **406** Managerial Skill Development (Practical) and Industrial Visit (50:50)
- **407** Dissertation (equivalent to One Paper)
- **408** Grand Viva (including both the Project and the Specialisation viva)

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VIDYASAGAR UNIVERSITY

Structure of the Syllabus (w.e.f. 2014-15)

MBA SYLLABUS

Papers of 100 marks each

Major Specialisation Groups

Finance Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

- **F301 Working Capital Management**
- **F302 Financial Services**
- **F303 Security Analysis and Portfolio Management**
- **F304 Financial Engineering**

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for students of other Major Groups)

- **F401 International Financial Management**
- **F402 Strategic Financial Management**

Marketing Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

- **M301 Sales and Distribution Management**
- **M302 Service Marketing**
- **M303 Consumer Behaviour**
- **M304 International Marketing**

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for students of other Major Groups)

- **M401 Promotions Management**
- **M402 Brand Management**

Human Resource Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

- **HR301 Human Resource Development**
- **HR302 Compensation Management**
- **HR303 Industrial Relations**
- **HR304 Organisational Change and Development**

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for students of other Major Groups)

- **HR401 International Human Resource Management**
- **HR402 Strategic Human Resource Management**

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Structure of the Syllabus (2014-15)
MBA SYLLABUS
Papers of 100 marks each
Major Specialisation Groups (Contd.)

Operations and Systems Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

OS301 Decision Science and Software Engineering
OS302 Structured Systems Analysis & Designing
OS303 Programming Languages and Computer Networking Principles
OS304 Web Development of Internet Applications

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for Students of other Major Groups)

OS401 E-Commerce Programming Languages
OS402 Information Technology Enabled Services

Specialisation Groups (Offered only as Minor Specialisation)

Retail Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

RM301 Retail Management: Theory and Practice
RM302 Retail Merchandising Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

RM401 Sectoral Retailing

Logistics and Supply Chain Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

LS301 Materials Management
LS302 Logistics, Transport and Supply Chain Managment

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

LS401 E-Logistics

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Papers of 100 marks each
Minor Specialisation Groups (Contd.)

Media Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

MD301 Media Planning & Organization

MD302 Media Promotion & New Media

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

MD401 Media Laws & Ethics

Pharma Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

PM301 Bio-Pharma and Immunology

PM302 Pharma Marketing

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

PM401 Pharmacology and Drug Regulatory Affairs

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Papers of 100 marks each

First Semester: 8 Compulsory Papers of 100 marks each = 800 Marks

101 Management Processes and Organisational Behaviour
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Vidyasagar University
MBA :: FIRST SEMESTER
(Effective from 2014-15)
Paper Code: 101
Subject: Management Processes and Organisational Behaviour
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to Management:** Meaning, nature and scope of Management, Different schools of Management thoughts. (5 hours)
2. **Functions of Management:** Planning**:** Concept – nature – objectives - importance – steps – strategies - policies and Planning Premises; Organizing: Concept – nature – importance - organization structures – Departmentation - Decentralisation; Staffing: Concept – nature – importance; Directing: Concept – nature – importance; Controlling: Concept – nature – importance - types of control - process of controlling. (18 hours)
3. **Motivation:** Concept and Its relevance for Individual and Organization - Theories - Maslow, Herzberg, McClelland, Vroom's. (7 hours)
4. **Organisation Behaviour:** Concept - Development – Historical Background - Approaches – Foundations - Models and Variables. (5 hours)
5. **Individual Behaviours: F**oundation of individual behavior – Determinants - Attitudes: sources - types - Cognitive Dissonance theory - changing attitudes - work related attitudes; Perception: Factors influencing perception – theories – processes - perceptual errors; Personality: Determinants - personality traits – types – theories - measuring personality; Learning: Concept - Theories - some specific organizational applications; Values: Importance - sources of our value systems - types of values. (15 hours)
6. **Group Dynamics:** Group**:** Definition - types - stages and theories of group formation – group decision making. (5 hours)
7. **Conflict Management:** Definition - Traditional vis-à-vis Modern view of conflict – Types of conflict: Intrapersonal, Interpersonal, Organizational, Constructive and Destructive conflict. Conflict management. (5 hours)

References:

1. Koontz, H and Wechrich, H., *Management*, New York, McGraw Hill
2. Luthans, F., *Organizational Behaviour*, New York, McGraw Hill
3. Banerjee, M., *Organisation Behaviour,* Allied
4. Prasad, L. M., *Organisational Behaviour,* Sultan Chand
5. Robbins, S. P., *Management*, New Jersey, Englewood cliffs, Prentice Hall Inc.
6. Robbins, S. P., *Organizational Behaviour*, New Delhi, Prentice Hall of India
7. Singh, Dalip, *Emotional Intelligence at work*, Response books, Sage Publications, Delhi
8. Staw, B. M., *Psychological Dimensions of Organizational Behaviour*, Englowed Cliffs, New Jersey, Prentice Hall Inc.
8. Stoner, J. etc., *Management*, New Delhi, Prentice Hall of India

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Paper Code: 102
Subject: Managerial Economics
Full Marks: 100 No. of Classes: 60

Course Contents

1. **The Nature and Scope of Managerial Economics:** Managerial Economics – Definition and Scope ; Types of Managerial Decisions such as Price and Output Decision, Demand Decision, Choice of Technique of Production, Advertising Decision and Investment Decision; Why does a Firm exist? Coase's View. (7 classes)
2. **Objective of Business Firms:** Profit Maximization, Cost Minimization, Sales Maximization, Value maximization of the Firm. (3 classes)
3. **Analysis of Demand and Supply and Demand Forecasting:** Analysis of Individual Demand and Market Demand – Determinants of Individual and Market Demands – Elasticity of Demand, Case Studies; Statistical Estimation of Demand Function and Forecasting of Demand, Case Studies; Determinants of Supply; Elasticity of Supply; Determination of Equilibrium Price and Stability of Equilibrium Price. (15 classes)
4. **Theory of Production and Cost Analysis:** Production Function – The Laws of Production and Returns, Optimal Input Combination; Iso-product Curves and Production Frontiers; Estimation of Production, Cobb-Douglas Production Function; Case Studies; Cost Concepts Cost- Output Relation; Economies of Scale; Break-Even Analysis; Application of the Concept in Financial and Marketing Decisions. (12 classes)
5. **Basic Issues in Macroeconomics:** Consumption Function; Investment Function; Demand for Money – Supply of Money – Inflation and its Effects on the Economy. (5 classes)
6. **National Income: Concept and Measurement:** Basic concepts and Definition of National Income – Measures of National Income; Income Determination-Keynes' Two-Sector Basic Model; Concept of Investment Multiplier - Assumptions, Leakages and Importance of the Concept. (6 classes)
7. **Business Cycles and Stabilization:** Phases of Business Cycles – Theories of Business Cycle – Economic Stabilization Policies - Fiscal and Monetary. (7 classes)
8. **The New Economy:** Definition and characteristics; Network Industries in The New Economy; Impact on Industry Structure; Rise and Fall of Dot-Com; Internet Service Providers in India; Internet Pricing Models; Government and the New Economy. (5 classes)

References:

1. Samuelson and Nordhaus, *Economics*, Tata McGraw Hill
2. A. Koutsoyiannis, *Modern Microeconomics*
3. Henderson & Quandt, *Microeconomic Theory*
4. K.C.Roychoudhury, *Microeconomics*
5. Salvatore, D., *Microeconomics Theory and Applications*, Oxford
6. J. Dean, *Managerial Economics*
7. Hague, *Managerial Economics*
8. Ahuja H L, *Managerial Economics, S Chand*
9. Bradford, *Managerial Decision Making*
10. P.L.Mehta, *Analysis, Problems, and Cases*, Sultan Chand
11. Sampat Mukhopadhyay, *Managerial Economics in the Global Context*, Central
12. Thomas C R and S Charles Maurice, *Managerial Economics*, The McGraw-Hill Co
13. Damodaran Suma, *Managerial Economics*, Oxford
14. Branson, *Macroeconomic Theory and Policy*
15. Dornbusch R, Stanley Fisher and Richard Startz, *Macroeconomics, Tata McGraw Hill*
16. Ackley, *Macroeconomics: Theory and Policy*
17. Dwivedi D. N., *Macroeconomics Theory and Policy*, Tata McGraw Hill Education Private Ltd.

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Paper Code: 103
Subject: Quantitative Techniques
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Preliminary Mathematics for Easier Calculation:** HCF & LCM, Ratio & Proportion, Problems based on Ages. (3 classes)
2. **Mathematical Operations for Regular Businesses:** Percentage, Profit & Loss, Simple & Compound Interest. (4 classes)
3. **Time and Number related Mathematical operations:** Time & Work, Time, Speed & Distance, Number System, Permutation, and Series. (9 classes)
4. **Basic Statistics:** Meaning of statistics, scope and importance of statistics, statistical organizations in India and their functions CSO, ISI, NSS, IIPS, Bureau of Economics and Statistics, classification and tabulation of data, presentation of data, graphical presentation of data by frequency curve, frequency polygon, ogives, histogram, limitations of statistics. (5 hours)
5. **Measures of Central Tendency:** Mean: Arithmetic (simple and weighted), combine, geometric, and harmonic – Median – Mode - Merits and demerits of measures of central tendencies – Inter-relationships amongst the measures of central tendencies. (10 hours)
6. **Measures of Variation:** Measures of dispersion: Concepts, Types: range, quartile deviation, means absolute deviation, standard deviation, variance, coefficient of variation. (10 hours)
7. **Correlation and Regression Analysis:** Correlation, scatter diagram, product moment correlation coefficient and properties, spearman's rank correlation coefficient (repeated and unrepeated ranks, regression, regression coefficients, lines of regression & their properties, properties of regression coefficients, fitting of lines of regression by the least squares method, interpretation of slope and intercept, explained and unexplained variation, coefficient of determination. (12 hours)
8. **Index Numbers:** Definition, construction of index numbers by different methods, time reversal, factor reversal and circular tests, Chain and Fixed base index numbers, cost of living index number. (7 hours)

References:

1. Goon Gupta and Das Gupta, *Fundamentals of Statistics, Vol. 1*, The World Press Pvt. Ltd., Kolkata.
2. Gupta and Kapoor, *Fundamentals of Mathematical Statistics, Sultan Chand and Sons*, New Delhi.
3. Praveen, R. V., *Quantitative Aptitude and Reasoning*, PHI Learning
4. Sharma, Arun, *How to prepare for Quantitative Aptitude for the CAT*, Tata McGraw Hill

Paper Code: 104
Subject: Accounting for Managers
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to Accounting:** Accounting as an information system - Accounting principles, conventions and concepts - Generally Accepted Accounting Principles (GAAP) - Balance sheet and related concepts - Profit and Loss account and related concepts - Users of accounting statements - An overview of Accounting Standards (AS) in India – IFRS. (5 classes)
2. **Accounting Process:** Accounting Cycle - Constructing corporate financial statements i.e. Journal, Ledger, Assets, Liabilities, Capital and Revenue concepts – Depreciation – Provisions – Reserves –

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Inventory valuation – Errors and Rectifications – Income: Recognition and Measurement. (15 classes)

3. **Financial Statements:** Preparation of Trial Balance, Profit and Loss Account, Balance Sheet, Cash Flow statement. (10 classes)
4. **Introduction to Cost Accounting:** Cost Accounting: Definition – Concepts of cost and other terminologies – Classification of costs – Cost Sheet – Methods and Techniques of costing – Evolution of Cost Accounting – Need – Relationship with other branches of accounting. (5 classes)
5. **Prime Cost:** Direct Cost components: Materials, Labour, Expenses – Accounting and Management of Direct Material cost: Procurement / Purchasing of Materials – Storing – Accounting for Materials – Issuing – Pricing Methods – Materials Control Methods; Accounting and Management of Direct Labour cost: Recording Labour times – Remuneration Methods – Accounting for Wages – Treatment of Idle Time and Overtime. (10 classes)
6. **Overheads:** Concept – Classification – Production Overhead Accounting: Collection, Distribution, and Absorption. (9 classes)
7. **Application of Costing Technique:** Absorption Vs Marginal Costing – Cost-Volume-Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning. (6 classes)

References:

1. Bhattacharyya, S. K. and Dearden, John, *Accounting for Management: Text and Cases,* Vikas
2. Maheshwari & Maheshwari, *An Introduction to Accountancy,* Vikas
3. Balwani, Nitin, *Accounting and Finance for Managers,* Excel
4. Bhattacharyya, Asish K., *Financial Accounting for Business Managers,* PHI
5. Gupta, Ambrish, *Financial Accounting for Management,* Pearson
6. Mukherjee & Hanif, *Financial Accounting,* TMGH
7. Banerjee, B., *Cost Accounting: Theory and Practice,* Prentice Hall of India
8. Bhattacharyya, Asish K., *Principles and Practice of Cost Accounting,* Prentice Hall of India
9. Horngren, Foster, and Datar, *Cost Accounting:A Managerial Emphasis,* Prentice Hall of India
10. Saxena and Vashidt, *Advancxed Cost and Management Accounting,* Sultan Chand & Sons
11. Jawaharlal, *Cost Accounting,* TMGH

Paper Code: 105

Subject: Business Legislation

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Contract Act, 1872:** Contract - essential elements of contract - void and voidable contract - breach of contract. (13 hours)
2. **Partnership Act, 1932:** Definition of partnership - partnership deed - rights and duties of partners - types of partners. (12 hours)
3. **Sale of Goods Act, 1930:** Definition of a contract of sale - condition and warranties - rights of unpaid seller against the goods - remedies for breach. (10 hours)
4. **Consumer Protection Act, 1986:** Aims and objectives of the Act - redressal machinery under the Act - Procedure for complaints under the Act - Enforcement of orders and penalties. (10 hours)
5. **Companies Act, 1956:** Nature and definition of a company - kinds of companies - Memorandum of Association - Articles of Association – prospectus – Directors: Power and duties. (15 hours)

References:

1. Kuchhal, M. C., *Mercantile Law,* Vikas
2. Gulshan and Kapoor, *Business Law,* New Age International
3. Kapoor, N. D., *Mercantile Law including Industrial Law,* Sultan Chand
4. Pandit and Pandit, *Business Law,* Himalaya

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Paper Code: 106
Subject: Business Ethics and Corporate Social Responsibilities
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Business ethics:** Definition & nature - Ethical behaviour in business - Causes of unethical behaviour - Ethical abuses - Code of ethics - Profitability and ethics - Contemporary ethical challenges in business. (6 classes)
2. **Management of Ethics:** Ethics analysis [Hosmer model]; Steps / considerations in resolving ethical dilemma; Ethics in practice - professional ethics for functional managers; ethics as a strategic response in business; Values and vision in the strategic management process. (10 classes)
3. **Qualities of Ethical Leadership:** Approaches to Ethical Thinking – teleological – deontological - virtue-based and holistic - ethical dilemma - Dilemma resolution process. (10 classes)
4. **Overview of CSR:** Philanthropy - Conventional and Strategic - Environmental issues - Social issues - Labour and related issues - Ethical and Governance issues. (10 classes)
5. **Social responsibility of a business firm:** Social responsibility of business stakeholders (owners, employees, consumers, and community) - response of Indian firms towards CSR. (10 classes)
6. **CSR and Consumer Protection:** Consumerism - Unethical issues in functional aspects of management (sales, marketing and technology, etc.). (8 classes)
7. **Wider concept of social responsibility:** Cost-benefit analysis of corporate social responsibility and good corporate citizenship (Social / moral obligations and survival). (6 classes)

References:

1. Sarkar, C. R., *Social Responsibility of Business Enterprises*, New Century Publication, New Delhi
2. Velasquez, *Business Ethics - Concepts and Cases*, Prentice Hall
3. Baxi, C. V. and Prasad, Ajit, *Corporate Social Responsibility*, Excel Books
4. Sherlekar, S. A., *Ethics in Management*, Himalaya Publishing House.

Paper Code: 107
Subject: Business Communication and Practices
Full Marks: 100 No. of Classes: 60

Course Contents

First Half
(Theory: 50 Marks)

1. Case studies highlighting cross cultural issues – Negotiation Skills practice through role plays in different situations – Extempore – Delivering Oral Presentations.
2. Practice in functional writing by using samples – Principles of 'Process Writing' for writing skills: Development of coherent paragraphs; Précis writing; Writing business letters; Writing memos, circulars, notices, and e-mails; Writing business reports and business proposals; Preparing agenda and minutes for meetings through mock meetings.
3. Application of communication skills through: Activities designed to highlight leadership and team skills, Group Discussions, Group Presentations, Oral Case Analysis in small groups, Mock Interviews, Telephone etiquettes practice.

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Paper Code: 107
Subject: Business Communication and Practices
Full Marks: 100 No. of Classes: 60
Second Half
(Practical / Lab: 50 Marks)

Lab Tests:

Notes:

1. The 1st and 2nd Lab test will be based on the practice provided during Lab sessions during the semester. There will be no testing of theoretical knowledge. Evaluation will be done by the Class teacher at the end of the practic sessions for a particular test.
2. The 3rd Lab test will test the soft skills along the language skills. Students are required to prepare presentations wit a set of slides (text / visual) on topics (preferably of a non-technical nature) chosen by them with the approval c the concerned faculty member.

Course contents:

1. **Lab Test 1 (15 marks)** : **Reading:** Identifying reading goals – Type of text – Selected subject area – Skimming for general idea – Preview of a text before a detail reading - Scanning for Specific information - Reading a list for information. For example a telephone directory, dictionary, list of names, etc. – Inference - Finding meaning of unfamiliar words from the texts - Predicting content of the text from the Title of the texts - Note-Taking from the text - Critical Appreciation of the text- language and style
2. **Lab Test 2 (15 marks)** : **Writing:** Effective writing for varied forms of correspondences - Connected words for sentences - Punctuation and transition of paragraphs - Word usages: appropriate and accurate - Style, tone and content - Logical fallacies and how to avoid them.
3. **Lab Test 3 (20 marks)** : **Presentation and Soft Skills:** Dynamics of group presentation and individual presentation - Body language-posture, eye-contact, handling hand movements, gait - Voice and tone - Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides (10 slides).

References:

1. CDs available with the British Council
2. Kaul, Asha, *Business Communication*.

Paper Code: 108
Subject: Computer Applications in Business (Theory 50 marks & Practical 50 marks)
Full Marks: 100 No. of Classes: 60

Course Contents

First Half
(Theory: 50 Marks)

1. **Introduction to Computer System:** Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers. (5 classes)

2. **Number System:** Binary numbers - Binary-Octal - Octal-Binary - Hexa-Binary, etc., Floating point representation of a number - Arithmetic operation – One's and Two's Complements - Development of Boolean Algebra - Boolean Logic Operations. (8 classes)

3. **Operating Systems:** Introduction to Operating System: Function, Goal, and Types - Overview of Single-user Operating System and Multi-user Operating System – Operating System versus Graphical User Interface - File Management (Hard Disk Management, Directories / Sub-directories / Paths; File Naming conventions) Programming – Hardware - System Software - Information System -

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Information Processing Cycle - Introduction to Telecommunications - Role of Information in corporate environment - Use of Internet and E-mail. (10 classes)

4. **DBMS:** Basic Concepts**:** Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture, Functions, Advantages and Disadvantages of DBMS. (7 classes)

References:

1. Ram, B., *Computer Fundamentals: Architecture and Organization*
2. Morries Mano, *Digital Logic Design*, PHI
3. Tannenbaum, *Computer Networks*, PHI
4. Silberchatz, Korth, and Sudarshan, *Database Management System*, TMH

Second Half
(Practical: 50 Marks)

1. **Microsoft Office:** MS Word, MS Excel, Power Point.
2. **Database Software:** Oracle or Mysql
   Learning Basic DDL and DML commands:
   a. Create, Alter, Drop, Truncate, View commands;
   b. Insert, Select, Update, Delete commands.
3. **Programming**: C-Language.

References:

1. Kanetkar, Yashavant P., *Let Us C*, BPB Publications
2. Silberchatz, Korth, and Sudarshan, *Database Management System*, TMH.

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202 Marketing Management
203 Human Resource Management
204 Production and Operations Management
205 Operations Research
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207, 208 Project Work on field (Report – 150 marks, Viva – 50 marks)

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Vidyasagar University
MBA::SECOND SEMESTER
(Effective from 2014-15)
Paper Code: 201
Subject: Financial Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction:** Basic Finance Function - Objectives of Financial Management – Shareholders' Wealth Maximization and Agency Theory - Scope of Financial Management - Financial Management and other Functional Areas of Management - Concepts of 'Time Value of Money' and 'Present Value'. (5 classes)
2. **Sources of Business Finance:** Long Term and Short Term Sources of Finance - Non-traditional Sources of Finance, Hybrid Instruments. (8 classes)
3. **Leverage:** Measurement of Leverages - Effects of Operating and Financial Leverage on Profit - Analysing alternate Financial Plans – EBIT-EPS analysis - Concepts of Business and Financial Risk - Combined Financial and Operating Leverages. (12 classes)
4. **Cost of Capital:** Meaning and Significance of Cost of Capital - Calculation of Cost of Debt: Preference Capital, Equity Capital, and Retained Earnings - Cost of Equity and CAPM - Combined Cost of Capital (weighted). (10 classes)
5. **Capital Structure Theories:** Various Components in Capital Structure and their implication - Traditional Theories - M.M. Hypothesis: Without Taxes and With Taxes - Determining Capital Structure in practice. (8 classes)
6. **Long-term Investment Decision:** Different methods of Capital Budgeting and their rationality – Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, and Internal Rate of Return. (10 classes)
7. **Short-term Investment Decision:** Working Capital Measurement – Its relation with Long Term Investment Decision - Concept of Operating Cycle - Estimation of Working Capital Requirements - Management of various Components of Working Capital (i.e., Inventory, Receivables, Payables, and Cash) – Theoretical concepts, Determinants of Working Capital Management - Bank Finance and Working Capital. (12 classes)
8. **Dividend Decision:** Dividend and Valuation - Different Theories - Dividend Policies – Some Examples - Factors affecting Dividend Policy. (5 classes)

References:

1. Brealey, Richard A. and Myers, Stewart C., *Corporate Finance*, MGH, New York
2. Van Horne, James C., *Financial Management and Policy*, Prentice Hall, Delhi
3. Khan, M. Y. and Jain, P. K., *Financial Management*, TMGH, New Delhi
4. Chandra, Prasanna, *Financial Management*, TMGH, Delhi
5. Kishore, Ravi M., *Financial Management*, Taxmann, New Delhi
6. Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi
7. Banerjee, B., *Financial Policy and Management Accounting*, PHI, New Delhi
8. Kapil and Kapil, *Financial Management: Strategy, Implementation and Control*, Pragati Prakashan, Meerut
9. Bhalla, V. K., *Financial Management and Policy*, Anmol Publication, New Delhi

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Paper Code: 202
Subject: Marketing Management
Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Marketing:** Definition & Functions - Core concepts – Goods-Services Continuum - Concept of Marketing Myopia - Selling versus Marketing - Holistic Marketing Orientation & Customer Value. (5 classes)
2. **Marketing environment:** Micro and macro environment of marketing - Domestic marketing and international marketing. (5 classes)
3. **Strategic Marketing Planning:** Elements of Marketing Plan - Buyer Behavior - Consumer buying decision process - Factors influencing consumer decision making - Consumer adoption process - Organizational Buying-Process. (7 classes)
4. **Market segmentation:** Definition – Benefits - Bases for market segmentation of consumer goods, industrial goods and services Segment - Niche & Local Marketing - Effective segmentation criteria - Concept of Target Market - Evaluating & Selecting Target Markets - Concept of positioning – positioning methods and strategies – Value Proposition & USP. (10 classes)
5. **Product and Pricing Decisions:** Concept of product - product line - product mix - Product Life Cycle - Managing the product in Product Life Cycle - New Product Development - Packaging and branding - Brand extensions - Pricing decisions - Objective of pricing - Factors influencing price decisions - Pricing strategies. (10 classes)
6. **Marketing Channels:** Importance - Channel function and flows - Channel levels - Channel design decision - Channel conflict - Cooperation and competition - E-commerce. (8 classes)
7. **Promotion:** Objective - Importance - Promotion Mix – Sales Promotion - Tools of Sales Promotion- Advertisement – Message – Copywriting – Advertisement Budgeting – Measuring Advertisement Effectiveness – Media Strategy - Personal Selling – Publicity. (10 classes)
8. **Marketing Information System and Marketing Research:** Special topics in Marketing: Green marketing - Relationship Marketing - societal Marketing - Online Marketing - Mega marketing - Database marketing. (5 classes)

References:

1. Kotler, P., Keller, K. L., Koshy, A. and Jha, M., *Marketing Management: A South Asian Perspective*, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A., *Marketing Management*, Tata McGraw Hill,
3. Ramaswamy, V. S. and Namakumari, S., *Marketing Management: Global Perspective Indian Context*, Macmillan Publishers India Ltd., New Delhi.
4. Saxena, Rajan, *Marketing Management*, Tata McGraw Hill Education Pvt. Ltd., New Delhi.

Paper Code: 203
Subject: Human Resource Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction:** Objectives of human resource planning – Meaning and Scope – Functions of HRM: Manpower Requirement, Aid in Recruiting and Selecting, Salary and Wage Administration, and Employee Morale – Importance of HRM: Economic and Technological Changes, Occupational Shifts, and Global Competition – Role of HR Manager: Employee Advocate, Company Morale Officer, Champion for Employee Issue, Crisis

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Management, Fair and Equitable Treatment to employees, Administrative, Operational, and Strategic Roles of HR Manager – Difference between HRM and Personnel Management. (10 classes)

2. **Human Resource Planning:** Forecasting future personnel requirements – Inventorying present manpower resources – Process of HR Planning – How to forecast personnel needs: Trend Analysis, Ratio Analysis, Scatter Diagram, and Delphi Technique – Limitations in HR Planning: Labour turnover, market fluctuations, and change in technology – Conflict between quantitative and qualitative approaches used in planning process – Succession Planning: Replacement chart and Transition matrix. (8 classes)
3. **Recruitment:** Objectives of recruitment – Purposes and Importance – Factors influencing Recruitment: External and Internal – Process of Recruitment – Sources of Recruitment: External Sources and Internal Sources. (6 classes)
4. **Selection:** Outcomes of Selection Decision – Process of Selection – Selection Tests – Interviews – Barriers to effective selection. (6 classes)
5. **Training:** Importance and Need for Training and Development – Areas of Training – Steps in Training Programmes – Methods of Training – Impediments to effective Training - Training and Development. (10 classes)
6. **Performance Appraisal:** Performance Appraisal: Objectives, Purposes, Process and Methods – Management by Objectives (MBO) – Problems in Performance Analysis – Improving Performance Appraisal – Potential Evaluation. (10 classes)
7. **Employee Welfare:** Employee Welfare: Objectives, Meaning and Scope, and Types – Safety Policy – Types of Accident – Advantages of an Accident-free Organization – Health Policy – Occupational Hazards and Diseases – Statutory Provisions on Industrial Safety – Statutory Provisions on Health – Social Security Measures. (10 classes)

References:

1. Khanka, S. S., *Human Resource Management: Text & Cases*, S. Chand & Co. Ltd.
2. Aswathappa, K., *Human Resource and Personnel Management: Text & Cases*, TMGH
3. David A. DeCenzo and Robbins, Stephen P., *Personnel / Human Resource Management*, PHI
4. Beach, Dale S., *Personnel: The Management of People at Work*, Macmillan Publishing Company
5. Newstrom, John W. and Davis, Keith, *Organisational Behaviour: Human Behaviour at Work*, TMGH
6. Pattanayak, Biswajeet, *Human Resource Training*, S. Chand & Co. Ltd.
7. Anderson, Alan H., *Effective Personnel Management*, Blackwell Publishers
8. Subramani, P.N. and Rajendra, G., *Human Resource Management and Industrial Relations (with Text Cases and Review Questions*, Himalaya Publishing House
9. Towers, Brian, *The Handbook of Human Resource Management*, Blackwell Publishers
10. Dessler, Gary, *Human Resource Management*, Pearson Education (Singapore) Pvt. Ltd.
11. Rudrabasavaraj, M. N., *Dynamic Personnel Administration – Management of Human Resources*, Himalaya Publishing House
12. Subba Rao, P., *Personnel and Human Resource Management (Text & Cases)*, Himalaya
13. Torrington, Derek and Hall, Laura, *Personnel: A New Approach to Management*, Prentice Hall International

Paper Code: 204
Subject: Production and Operations Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction:** Production and Operation Management**:** Production as an Organisation Function – Definition-Nature and Types of Production: Project Production,Jobbing Production, Batch Production, Mass and Flow Production, Process Production, Production Planning and Control. (4 classes)
2. **Plant Location and Layout:** Plant Location: Choice and selection, Principles, Evolutional Models - Plant Layout – Types of Layout: Process, Product, Fixed Position, Cellular Manufacturing - Criteria for a Good layout. (6 classes)
3. **Plant Maintenance and Material Handling:** Plant Maintenance: Meaning and Definition - Maintenance Management: Importance, Objectives - Types of Maintenance: Breakdown, Preventive, Predictive,

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Overhauling - Economies of Maintenance - Material Handling: Scope, Objectives - Selection of Good Material Handling equipment. (8 classes)

4. **Production Planning and Control:** Demand Forecasting for Production - Product Development: Product and Process Analysis - Aggregate Planning - Production Scheduling and Control Techniques and Materials Requirement planning. (8 classes)
5. **Project Management and Resource Allocation:** Project Management Techniques - Line of Balance - Resource Allocation – Linear Propagation and Computer Application in Production and Operations Management. (8 classes)
6. **Inspection and Quality Control:** Quality Control: Definitions, Objectives - Quality Control and Inspection: Characteristics - Quality Policy - Statistical Quality Control: Purpose, Development - Control Chart: Definition, Concept, Application, Advantages, and Types - Acceptance Inspection - Sampling Plan: single, double and sequential. (8 classes)
7. **Total Quality Management (TQM):** TQM: Concept, Features, and Need - Cost of Quality – Kaizen - Deming's PDCA Cycle, 5-S Practice of TQM, Seven Tools of Quality Control by Juran - Quality Circles - Quality in Service Sectors - Service Quality. (8 classes)
8. **Quality Management System:** Quality as a Corporate Strategy - Quality Audit: Definition, Types, Facilitating Quality Audit - ISO and Quality Audit - Methodologies and Benefits of Six Sigma. (6 classes)
9. **Work and Method Study:** Work Study: Introduction, Definition, Concept, Objectives, Advantages, and Basic Procedure - Method Study: Objective, Factor and Procedure - Motion Study - Time Study - Work Measurement - Work sampling - Ratio-Delay Method. (4 classes)

References:

1. Chary, S. N., *Production and Operations Management*, Tata McGraw-Hill
2. Buffa, E.S. and Sarin, R.K., *Modern Production/Operations Management*, John Wiley
3. Adam, *Production and Operations Management*, Pearson Education/ PHI
4. Nair, N. G., *Production and Operations Management*, Tata McGraw Hill
5. Morton, *Production and Operations Management*, Vikas
6. Panneersalvam, *Production and Operation Management*, PHI
7. Altekar, *Production Management*, Jaico
8. Oakland, Muhlemann, J. and Lockyer, K., *Production and Operations Management*, Macmillan
9. Bedi, *Production and Operations Management*, Oxford University Press
10. Chase, R. B. and Aquilano, N. J., *Production and Operations Management*, Irwin

Paper Code: 205
Subject: Operations Research
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction**: Operations Research (OR): What it is – Origin - Role of OR in decision making - Application areas of OR in management. (3 hours)
2. **Linear Programming**: Model Formulation; Solution methods - Graphical methods - Simplex method - Big M Method – Two Phase technique, Degeneracy in L.P.P. - Sensitivity analysis - Duality - Shadow Price. (15 hours)
3. **Assignment Problems:** Concepts, Mathematical Formulation - Assignment Algorithm (Hungarian method) - Balanced and Unbalanced – Minimisation and Maximisation; Travelling Salesman Problem as an Assignment Problem. (6 hours)
4. **Transportation Problems**: Concepts, Formulation: Balanced and Unbalanced - Minimization and Maximization; Solution methods - MODI Method; Degeneracy. (8 hours)

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5. **Network Analysis:** PERT/CPM: Difference between PERT and CPM - Network construction – Time estimation – Slacks and Floats – Critical Path – Crashing and Relaxation - Time-cost trade-off - probability considerations in PERT. (10 hours)
6. **Queuing Theory**: Concept - Assumptions and applications - Analysis of queue system - Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK). (6 hours)
7. **Inventory Management**: Inventory – Objectives of holding inventory – Inventory Costs - Inventory control – Deterministic models. (6 hours)
8. **Game Theory**: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principle of Dominance, Mixed Strategy Games (Game without Saddle Point). (6 hours)

References:

1. Sharma, J. K., *Operations Research*, Macmillan India Ltd.
2. Kapoor, V. K., *Operations Research*, S. Chand
3. Wagner, H. M., *Principles of Operation Research*, Prentice Hall
4. Ravindran, Phillips and Solberg, *Operations Research: Principles and Practice*, Wiley
5. Taha, H. A., *Operational Research: An Introduction*, Macmillan / Prentice Hall
6. Kanti Swarup, Gupta, P. K., Man Mohan, *Operations Research*, S. Chand and Company
7. Vohra, *Quantitative Techniques in Management*, Tata McGraw-Hill

Paper Code: 206
Subject: Research Methodology
Full Marks: 100 No. of Classes: 60

Course Contents

2. **Basic Concepts in Research Methodology:** Meaning, Objectives, and Types of Research Methods and Methodology - Requirements of a good research; Different Concepts - Hypotheses, Variables etc. (5 classes)
3. **Planning and Designing of a Research:** What is research Design? Classification of Designs -Exploratory Studies, Descriptive Studies, and Causal Studies; Selection of Research Design. (6 classes)
3. **Sampling Design and Scaling Techniques:** Sampling Design: Steps - Types of Sampling Design: Probability and Non-probability Sampling – Random, Stratified, Cluster and Multi-stage, Multi-phase and Quota Sampling - Scaling Techniques: Rating Scale, Arbitrary Scale, Differential or Thurstone – Types of Scales: Summated Scales or Likert-type Scales; and Factor Scales. (8 classes)
4. **Methods of Data Collection:** Collection of Primary Data; Collection through Questionnaires - Schedules and their Relative Merits - Other Methods of Data Collection - Collection of Secondary Data. (8 classes)
5. **Data Processing and Preliminary Analysis:** Editing – Coding - Data Entry - Techniques of Displaying and Examining Distributions - Frequency Tables - Bar Charts - Pie Charts - Histograms, Stem and Leaf Displays - Transformation, and Cross-tabulation. (8 classes)
6. **Sampling Distributions and Estimations:** Population and Sampling Distributions, Sampling and Non-Sampling Errors; Sampling Distribution of Sample Mean; Population and Sample Proportions; Sample Distribution of Sample Proportion; Applications; Point and Interval Estimations - Determining Sample Size for the Estimation of Mean and Proportion. (5 classes)
7. **Testing of Hypotheses-I: Parametric Tests:** Hypotheses - Types of Errors – Test: Power and Tails - Tests of Hypothesis about Mean and Population Proportion - Mean Difference Tests - Testing of Difference between Population Proportions for Large and Independent Samples - Chi-square Distribution - Chi-square Tests to test Goodness-of-Fit - Analysis of Variance and F-test. (9 classes)

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8. **Testing of Hypotheses- II: Non- Parametric or Distribution-Free Tests:** One Sample Sign tests: Kolmogorov-Smirnov test - Two or more Samples Sign tests: Kolmogorov-Smirnov test, Fisher-Irwin test - Rank Sum Tests like Wilcoxon-Mann-Whitney U-test - Analogous to ANOVA - to test variations in data.)
(9 classes)

9. **Report Writing and Presentation:** Steps in Report Writing - Layout and Types of Report Presentation.
(2 classes)

References:

1. Goode, W. J. and Hatt, P. K., *Methods in Social Research*
2. Young, P. V., *Scientific Social Surveys and Research*
3. Moser, C. and Kalton, G., *Survey Methods in Social Investigation*
4. Blalock, Hubert M., *Social Statistics*
5. Mukherjee, Partha Nath (ed), *Methods in Social Research*
6. Kothari, C.R., *Research Methodology – Methods and Techniques*, Wiley Eastern
7. Majumder, Ramanuj, *Marketing Research*
8. Sadhu, A. N. and Singh, A., *Research Methodology for Social Sciences*, Sterling
9. McBurney, *Research Methods*, Thomson Learning
10. Cooper, D. R. and Emory, C. William, *Business Research Methods*, Irwin
11. Mann Prem S., *Introductory Statistics*, Willey Student Edition

Paper Codes: 207 & 208
Full Marks: 200

207, 208 } Project Work on field (Report – 150 marks, Viva – 50 marks)

Note: 'Project Work on field' will be of **8-weeks** duration during the period to be decided by the Department, preferably during the months of **April & May** every year.

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DEPARTMENT OF BUSINESS ADMINISTRATION

Structure of the Syllabus (Effective from 2014-15)
Third Semester

MBA SYLLABUS

Papers of 100 marks each

Third Semester: 6 Specialisation Papers (4 from Major and 2 from Minor) and 2 Compulsory Papers of 100 Marks each = 800 Marks

301 to 306 — **Six Specialisation Papers – Four from Major Specialisation Group and Two from Minor Specialisation Group**
307 Public Administration and Environmental Management
308 International Business Environment

Specialisation Papers

Financial Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

F301 Working Capital Management
F302 Financial Services
F303 Security Analysis and Portfolio Management
F304 Financial Engineering

Marketing Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

M301 Sales and Distribution Management
M302 Service Marketing
M303 Consumer Behaviour
M304 International Marketing

Human Resource Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

HR301 Human Resource Development
HR302 Compensation Management
HR303 Industrial Relations
HR304 Organisational Change and Development

Systems Management

Third Semester: Four Papers (of which *first two* Papers will be offered as Minor for students of other Major Groups)

OS301 Decision Science and Software Engineering
OS302 Structured Systems Analysis & Designing
OS303 Programming Languages and Computer Networking Principles
OS304 Web Development of Internet Applications

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DEPARTMENT OF BUSINESS ADMINISTRATION

Structure of the Syllabus (Effective from 2014-15)

Third Semester
MBA SYLLABUS
Papers of 100 marks each

Minor Specialisation Groups

Retail Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

RM301 Retail Management: Theory and Practice
RM302 Retail Merchandising Management

Logistics and Supply Chain Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

LS301 Materials Management
LS302 Logistics, Transport and Supply Chain Managment

Media Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

MD301 Media Planning & Organization
MD302 Media Promotion & New Media

Pharma Management

Third Semester: Two Papers to be offered as Minor for students of other Major Specialisation Groups

PM301 Bio-Pharma and Immunology
PM302 Pharma Marketing

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Vidyasagar University
MBA :: THIRD SEMESTER
(Effective from 2014-15)
Major Specialisation Groups
Specialisation: Financial Management
Paper Code: F301 Subject: Working Capital Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction:** Working Capital Management: Concepts - Assessment of requirement - Sources of financing working capital - Working capital control and banking policy: Recommendations of Tandon and Chore Committee. (8 classes)
2. **Cash Management:** Management of Cash: Objectives of cash holding - Cash planning - Cash budget - Forecasting cash flows - Uncertainty in cash flow forecasting - Hedging cash flow uncertainties - Management of surplus cash - Cash management models. (15 classes)
3. **Management of Receivables:** Managing Receivables: Meaning - Objectives - Dimensions; Formulation of credit and collection policies - Designing credit terms - Discount, the discount period and the credit period - collection policies and procedures - Cost benefits analysis - Trade off - Evaluation of existing and proposed policies. (20 classes)
4. **Inventory Management:** Inventory: Meaning - Objectives - Need for and the importance of its Management - Determination of optimum level - Types of Inventory - Inventory Models - Order Quantity - E.O.Q. Model - Order point - Safety Stock - Analysis of investment in inventory - ABC Analysis - Aging schedule of Inventory. (17 classes)

References:

1. Bhalla, V. K., Working Capital Management - Text and Cases, Anmol publications
2. Chandra, Prasanna, Financial ManagementTheory and Practice, Tata McGraw Hill
3. Pandey, Financial Management, Vikas
4. Scherr, F. C., Modern Working Capital Management, Prentice Hall of India.
5. Periasamy, P., Working Capital Management Theory Practice, Himalaya
6. Sharma, Dheeraj, Working Capital Management, Himalaya.

Major Specialisation Groups
Specialisation: Financial Management
Paper Code: F302 Subject: Financial Services
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Financial services:** Concept - Nature and Scope - Types - Fund based and Fee based financial services; Non-Banking Financial Companies (NBFCs): Functions - Prudential Norms for NBFCs. (5 classes)
2. **Merchant Banking:** Meaning - Types - Responsibilities of Merchant Bankers - Role of Merchant Bankers in Issue Management - Regulation of Merchant Banking in India. (10 classes)
3. **Mutual Funds:** Mechanism - Types of schemes - Mutual Funds returns - Sale and purchase of Mutual Funds shares - Holding Period Returns - NAV, Calculation of NAV - Mutual Funds regulation - SEBI

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guidelines; Debt Securitisation: Concept and Application; De-mat Services: Need and Operations - Role of NSDL and CSDL. (12 classes)

4. **Venture Capital:** Venture Capital: Growth in India - Financing Pattern - Legal Aspects and Guidelines. Leasing: Types of Leases - Funding - Depreciation and Tax aspects - Evaluation of Leasing Option Vs. Borrowing. (10 classes)
5. **Factoring:** Concept - Process and forms - Functions of a factor - Legal aspects - Financial evaluation of factorial services - Cost of factoring - Decision analysis for factor services - Factoring scenario in India. (8 classes)
6. **Credit Rating:** Concept and utility of ratings - Credit rating agencies in India and their performance - Financial dimensions of credit rating methodology - Types of rating and symbols. (8 classes)
7. **Insurance:** Introduction - Principles of insurance - Types of Insurance - Life Insurance Products: Traditional and ULIPs. (7 classes)

References:

1. Khan, M. Y., *Financial Services*, Tata McGraw Hill
2. Bhalla, V. K., *Management of Financial Services*, Anmol, New Delhi
3. Gorden, E. and Natrajan, *Emerging Scenario of Financial Services*
4. Gurusamy, R., *Financial Services Markets*, Thomson
5. Desai, Vasanth, *Financial Markets Financial Services*, Himalaya
6. Avadhani, V. A., *Marketing of Financial Services*, Himalaya Publishers
7. Pandian, Punithavathy, *Financial Markets and Services*, Vikas

Major Specialisation Groups

Specialisation: Financial Management

Paper Code: F303 Subject: Security Analysis and Portfolio Management

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to Securities and Security Market:** Security - Different types of Securities Traded in Capital Market - Investment vs. Speculation - Misconceptions about Speculation - Role of Stock Exchanges in Security Trading - Stock Exchanges in India - SEBI- Powers and Functions - Stock Market Indices. (7 classes)
2. **Risk and Return of Securities:** Elements in Return - Measurement of Return - Yield-to-maturity - Measurement of Risk - Components of Systematic and Unsystematic Risk - Markowitz's Mean-Variance Rule - 'Beta'- its Calculation and Interpretation. (8 classes)
3. **Analysis for Equity Investment:** Objectives – Classification - Fundamental Analysis: Economy Analysis, Industry Analysis and Company-level Analysis; Technical Analysis - Dow Theory - Classical Tools and Modern Tools; Fundamental Analysis vs. Technical Analysis. (10 classes)
4. **Efficient Market Theory:** Basic Concepts – The Random-Walk Theory – Weak Form of EMH – Semi-Strong Form of EMH – Strong Form of EMH – Market Efficiency and Analysis for Investment. (8 classes)
5. **Valuation of Securities:** Concept of Valuation - Valuation of Debentures, Preference Shares and Equity Shares. (7 classes)

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6. **Portfolio Risk and Return:** Formation of Portfolio and Concept of Diversification - Objectives of Portfolio Management - Calculation of Portfolio Return - Calculation of Portfolio Risk – Capital Asset Pricing Model and others. (10 classes)
7. **Managed Portfolios and Performance Evaluation:** Classification of Managed Portfolios - Advantages of Managed Portfolios - Different Styles of Portfolio Management - Conventional Theories of Performance Evaluation - Evaluation of Performances of Different Portfolios. (10 classes)

References:

1. Fischer, D. E. and Jordan, R. J., *Security Analysis and Portfolio Management*, Pearson
2. Ranganatham, M. and Madhumathi, R., *Security Analysis and Portfolio Management*, Pearson
3. Bodie, Z., Kane, A., Marcus, A. J. and Mohanty, P., *Investment*, McGraw Hill Education Pvt. Ltd.
4. Pandian, P., *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
5. Raghunathan, V. and Rajib, P., *Stock exchanges and Investment*, Tata McGraw Hill, New Delhi.
6. Chandra, P., *Investment Analysis and Portfolio Management*, McGraw Hill Education Pvt. Ltd.
7. Kevin, S., *Portfolio Management*, PHI, N. Delhi.
8. Fuller, R. J. and Farrell Jr., J. L., *Modern Investments and Security Analysis*, McGraw-Hill, Singapore.

Major Specialisation Groups
Specialisation: Financial Management
Paper Code: F304 Subject: Financial Engineering
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to Financial Engineering:** Meaning - Scope and Need - Tools of Financial Engineering - Financial Engineering Vs. Financial Analysis - Factors contributing to its Growth - Financial Engineering Process. (10 classes)
2. **Financial Product Development:** Need - Direction - Design - Testing and Introduction; Recent Debt Market Innovations - Zero Coupon Securities - Repo and Reverse Market - Junk Bonds - Fixed Vs Floating Rate - Equity and Equity Related Instruments; Hybrid Securities: Meaning - Need and Types of Securities. (15 classes)
3. **Financial Engineering Processes and Strategies:** Overview - Changing Face of Liquidity Management - Asset Liability Management (ALM) in Banking sector; Hedging: Process of Hedging; Risk Management: Issues and Instruments - Liquidity Risk Management - Interest Rate Risk Management - Currency Risk Management. (10 classes)
4. **Engineering with Financial Derivatives:** Currency Arbitrage and Speculation - Currency Forward: Features - Arbitrage - Speculation - Swapping; Currency Futures Vs. Currency Forward; Hedging: Speculation - Prices; Currency Options: Features - Terminologies - Gains and Losses - Pricing. (20 classes)
5. **Reverse Mortgage:** Teaser loans - Sub-prime lending collateralised mortgage obligations. (5 classes)

References:

1. Marshall, John F. Bansal, V. K., *Financial Engineering - A complete Guide to Financial Innovation*,

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Prentice Hall of India Private Ltd., New Delhi.
2. Walmsley, Julian, *New Financial Instruments*, PHI, New Delhi.
3. Topper, Jurgen, *Financial Engineering with Finite Elements*, John Wiley
4. Apte, *International Financial Management*, Tata McGraw Hill
5. John C Hull, *Options, Futures, and other Derivatives*, PHI

Major Specialisation Groups
Specialisation: Marketing Management
Paper Code: M301 Subject: Sales and Distribution Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to Sales Management:** Nature and scope, Personal selling: objectives - strategies, Sales Territories - Sales quotas. (6 classes)
2. **Introduction to Distribution Management:** Need and scope - Physical distribution - Distribution planning - Distribution management in international markets. (6 classes)
3. **Sales Force:** Concept of sales force - Designing strategy and structure - Determining the kind of sales people and size of the sales force - Evaluating Sales Force Performance and Controlling Sales activities - Improving Sales Productivity. (13 classes)
4. **Marketing Channels:** Structure and Functions - Channel Design - Channels for Consumer goods, Industrial Goods, and Services - Integrated Marketing Channels: Horizontal, Vertical, Multi-channel marketing Systems - Channel Conflicts - Managing Channel Conflicts - International Marketing Channels. (15 classes)
5. **Market Logistics:** Definition - Scope of logistics - Components, Inventory Warehouse management, Transportation, Channel information systems - Reverse Logistics. (12 classes)
6. **Supply Chain Management:** Concept – Significance - Components - Order processing - Material handling. (8 classes)

References:

1. Chunawalls, S. A., *Sales Management*, Himalaya Publishing House.
2. Kotler, P. Armstron, G., *Principles of Management*, Prentice Hall Inc.
3. Havaldar, Krishna K., Cavale, Vasant M., *Sales Distribution Management*, Tata McGraw Hill
4. Pingali Venugopal, *Sales and Distribution Management - An Indian Perspective*, Response Books, New Delhi.
5. Richard, R. Still, Edward, W. Cundiff, Norman, A. P. Govoni, *Sales Management: Decisions, Strategies Cases*, Pearson Publishers.
6. Gupta, S. L., *Sales and Distribution Management: Text and Cases*, Excel Publishers.

Major Specialisation Groups
Specialisation: Marketing Management
Paper Code: M302 Subject: Service Marketing
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Industrial Services:** Importance of Services Marketing - Services Marketing Management Process - Introduction to Services Marketing Mix – People - The key role of service employees in a service business - Concept of Service encounter - Moment of Truth; Physical evidence: Nature - Importance

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Servicescape; Process Service: as a process, as a system - Different aspects and managerial challenges - Strategies for managing inconsistency - Employee and Customer: roles in services. (8 classes)

2. **Segmentation:** Targeting and Positioning of Services - Services Design and Development - Service Blueprinting - Service Process - Managing Service Personnel - Service life cycle - Service design - Service guarantee. (7 classes)
3. **Pricing of services:** Factors involved in pricing a service product - demand variation and capacity constraints - Capacity Planning - Measures to respond to changes in demand - Reshaping demand using effective pricing. (8 classes)
4. **Service Promotion:** Promotion objective for Services - Managing the Integrated Services Communication Mix - Personnel Selling - Advertising and Sales Promotion - Role of Relationship Marketing in promoting services. (8 classes)
5. **Customer Satisfaction:** Monitoring and measuring - Understanding Customer Expectations and Zone of Tolerance - Order taking and fulfillment - Service Guarantee - Handling complaints, Defects, Failures and Recovery. (8 classes)
6. **Quality in Services:** Concept and Importance - Service Quality Models: Parsuraman – Zeithamal - Bitner (PZB) - Gaps Model - SERVQUAL and SERVPERF - Gronroos model. (6 classes)
7. **Distribution Strategies for Services:** Challenges in distribution of services - Role of Internet in distribution of Services - e-services. (5 classes)
8. **Marketing Applications in Select Service Industries:** Hospitality Services - Airlines - Tourism Services - Health Care and Wellness - Banking and Insurance Services. (5 classes)
9. **Services in Global Perspective:** International Marketing of Services: Recent Trends - Principal driving force - Key decisions in Global Marketing - Services Strategy and Organizing for Global Marketing. (5 classes)

References:

1. Zeitham, V. A., Bitner, M. J., *Services Marketing*, Tata McGraw Hill
2. Srinivasan, R., *Services Marketing*, PHI.
3. Baron, S. and Harrisk, *Services Marketing: Text and Cases*, Palgrave
4. Christopher, Love lock, *Services Marketing: People, Technology and Strategy*, Pearson Education
5. Woodruff, Helen, *Service Marketing*, Macmillian
6. Payne, Adrian, *The Essence of Service Marketing*, Prentice Hall of India
7. Rao, Rama Mohana, *Services Marketing*, Person Education
8. Apte, Govind, *Services Marketing*, Oxford University Press.

Major Specialisation Groups
Specialisation: Marketing Management
Paper Code: M303 Subject: Consumer Behaviour
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Consumer Behaviour:** Concept - Diversity - Application of consumer behaviour principles to strategic marketing - Characteristics of Indian Consumers. (5 classes)
2. **Individual Determinants of Consumer Behavior:** Consumer needs – Motivation: Positive and negative motivation - Rational versus emotional motives; Attention - Perception and Consumer Imagery - Learning and Memory - Consumer Attitudes Formation and Change - Consumer Values and Lifestyles - consumer innovativeness and personality traits. (8 classes)

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3. **External Determinants of Consumer Behavior:** Influence of Culture and Subculture - Social Class - Reference Groups and Family Influences - Diffusion of innovations: the diffusion process - the adoption process. (7 classes)
4. **Buying Decision Process:** Problem Recognition - Information Search - Alternative Evaluation - Decision Rules and Selection - Outlet Selection and Purchase - Post Purchase Behavior and Customer Satisfaction - Concept of involvement - extensive problem solving - limited problem solving - routinized responsive behavior. (10 classes)
5. **Basic Models of Consumer Behaviour:** Engle Kollatt-Blackwell model - Howard-Sheth Model - Bettmans Model and Nicosia Model. (7 classes)
6. **Organizational Buying:** Concept - Comparison with consumer buying - Organizational customers - Governmental Agencies / Institutions - Classifying organizational products - Unique Characteristics of organizational procurement. (8 classes)
7. **External Determinants of Organizational Buying:** Economic Influence - Political Influence - Legal Influence - Suppliers Influence - Technology Influence - Customer Influence - Government Influence - Labour Influence - Analyzing Buyers strengths Negotiation Capabilities. (8 classes)
8. **Understanding Firms as Customers Buyer Motives:** Organizational Buying Activities - Objectives in Organizational buying - Buying Centers and Multiple Buying Influencers - The Buy Grid Model - Organizational Buying Center. (8 classes)
9. **Organizational Buying Decision:** The Organizational Buying Decision Process - Joint Decision Making - The Buying Committee - Supplier Choice and Evaluation - Buying Tasks - Interpersonal Influencing in Organizational Buying. (9 classes)

References:

1. Schiffman, L. G. and Kanuk, L. L., *Consumer Behaviour*, Pearson Education, New Delhi.
2. Hawkins, D. I. Best, R. J. and Coney, K. A. and Mookerjee, A., *Consumer Behaviour - Building Marketing Strategy*, Tata McGraw Hill, New Delhi.
3. Solomon, Michael R., *Consumer Behaviour: Buying, Having and Being*, PHI Learning Pvt. Ltd., New Delhi.
4. Assel, Henry, *Consumer Behaviour*, Cengage Learning, New Delhi.
5. Majumdar, R., *Consumer Behaviour: Insights from the Indian Market*, PHI Learning Pvt. Ltd., New Delhi.
6. Loudon, David L. and Della, Bitta J., *Consumer Behaviour*, Tata McGraw Hill, New Delhi.

Major Specialisation Groups

Specialisation: Marketing Management

Paper Code: M304 Subject: International Marketing

Full Marks: 100 No. of Classes: 60

Course Contents

1. **International Marketing:** Concept - Scope & Objectives - Challenges and opportunities - Management Process – Environment - E.P.R.G framework. (5 classes)
2. **International Market Segmentation and Positioning:** Screening and Selection of Markets - International Market Entry Strategies – Exporting – licensing - Contract Manufacturing - Joint Venture - M & A - Setting-up of Wholly Owned Subsidiaries Aboard - Strategic Alliances. (8 classes)

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3. **International Product Strategies**: Product Designing - Product Standardization Vs. Adaptation - Managing Product Line - International Trade Product Life Cycle - New Product Development - Adoption and Diffusion of new products - Building brands in International markets. (8 classes)
4. **Pricing for International Markets:** Factors Affecting International Price Determination - Price Quotations and Terms of Sale - Transfer Pricing - Dumping - Price Escalation - Balance of Trade - Balance of Payments. (8 classes)
5. **International Promotion:** Advertising and other Modes of Communication - Global Advertising Regulations - Media and Message Considerations - Planning for Trade Fairs and Exhibitions. (7 classes)
6. **Introduction to MNC:** Definition and Features - Why the MNCs go abroad? - Theory of Capital Transfer - Rationale of International Trade - Adam Smith's Theory of Absolute Advantage - Ricardo's Theory of Comparative Advantage - Foreign Direct Investment in the era of Liberalization. (8 classes)
7. **Managing International Distribution and Promotion:** Distribution Channel Strategy - International Distribution Channels - their Roles and Functions - Selection and Management of Overseas Intermediaries - International Distribution Logistics - Use of Online Channels for International Marketing Operations. (9 classes)
8. **Emerging Trends in International Marketing:** Regionalism v/s Multilateralism; Free Trade Vs. Restricted Trade - Forms of Protection - Kinds of Tariff and their Effects - State Trading - Trade Blocks. (4 classes)
9. Important Grouping in the World; Legal Dimensions in International Marketing - GATT - WTO - Overview of EXIM Policy - Rules for successful exporting - World Bank and IMF. (3 classes)

References:

1. Siddiqui, *International Marketing*, Wiley
2. Lascu, *International Marketing with case book*, Wiley
3. Onkvisit, S. and Shaw, J., *International Marketing*, Pearson
4. Cherunilam, F., *International Trade and Export Management*, Himalaya
5. Varshney, R. L, and Bhattacharya, B., *International Marketing Management*, Sultan Chand & Sons
6. Czinkota, *International Marketing*, Thompson
7. Cateora, Graham, *International Marketing*, TMH
8. Jain, S., *International Marketing*, Thomson

Major Specialisation Groups

Specialisation: Human Resource Management

Paper Code: HR301 Subject: Human Resource Development

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Human Resource Development:** Concept – Definition – Characteristics – Significance - Scope Objectives – Functions – Need. (5 classes)
2. **HRD Philosophy:** Process and outcome - HRD Policies - Organizing HRD System. (4 classes)
3. **HRD Methods:** Various methods of HRD - HRD and Line Management - HRD in Indian Industry - Suggestions to make HRD effective in Indian organization. (5 classes)
4. **Elements of Good HRD:** Various elements of good HRD - Approaches to evaluate HR functions. (5 classes)

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5. **HRD and Performance Appraisal:** Meaning – Features - Needs – Objectives; Performance Appraisal Methods: Benchmarking - Balanced Score Card - HR Score Card; Problems with Performance Appraisal - Meaning and objectives of potential Appraisal - Requirements for an effective potential Appraisal system. (6 classes)
6. **Employee Training and Management Development:** Meaning, Objectives and Importance of Training - Differences between Training, Development and Education - Training Philosophy - Training Needs - Training Methods - Concepts and Methods of Management Development.(8 classes)
7. **HRD Competencies:** Importance - Competencies that HRD Professionals should posses - Qualities of Award Winning HRD Managers - Myths about HRD. (6 classes)
8. **HRD and Quality Circles:** Meaning – Characteristics - Objectives – Structure; Functions of QC members, Leaders, Facilitators, Storing Committee. (6 classes)
9. **Impact of Technology on HRD:** Meaning - Technology change with Human face – Managing Change. (6 classes)
10. **HRD Audit:** Need – Concept - Reasons for undertaking HRD Audit - Role of HRD Audit in business improvement. (4 classes)
11. **Strategies, Structure and Systems:** Concept of Strategy, Structure and System - Need - Importance of Management Style in building culture. (5 classes)

References:

1. Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resource*, Prentice Hall, Delhi.
2. Dessler, Gary, *Human Resource Management*, Tenth Edition, Prentice Hall, Delhi.
3. Harrison, R., *Employee Deployment*, Institute of Pearson and Deployment, 2nd Edition 1997, Lonim.
4. Paruk, W. and Ras, T. V., *Designing and Managing Human Resource System*, Oxford and IBH, 1981, New Delhi.
5. Nadler, Leonard, *Deploying Human Resource*, 2nd Edition, Austin Learning Concept, 1979.
6. Kirkpatrick, D. L., *Evaluating Training Programs*, Berret-Koehler, Sati Francisco, 1994.
7. Armstrong, M. and Baron, A., *Performance Management: The New Realities*, The Institute of Pearson and Deployment, Lonim.
8. Ras, T. V., *Performance Management*, Vikas, New Delhi, 1985.
9. Patanayas, B., *Human Resource Management*, Prentice Hall of India Pvt. Ltd., New Delhi.
10. Bhadra, S. K., *Human Resource Management: A Competitive Advantage, Concept, Strategies and Challenges*
11. Ras, T. V., *HRD Audit: Evaluating the Human Resource Furans for Business Improvement*, Response Books, New Delhi.
12. Sahu, R. K., *Performance Management System*, Response Books, New Delhi.
13. Ghosh, A. K., *Human Resource Management (With Cases)*, Masias Publications, New Delhi.
14. Kandule, Srinivas R., *Performance Management: Strategies, Interventions, Drivers*, Prentice Hall of India Pvt. Ltd., New Delhi.

Major Specialisation Groups
Specialisation: Human Resource Management
Paper Code: HR302 Subject: Compensation Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Concept and Theories of Wages:** Meaning of wage - Minimum wage - Fair wage - Living wage - Need based pay - Theories of wage determination. (8 classes)
2. **Wage and Salary Administration:** Meaning of Wage and Salary Administration: Objectives - Principles - Factors influencing wage and salary - Job evaluation - Wage differentials (10 classes)
3. **Systems of Wage Payment:** Time rate system - Piece rate system - Incentive systems of payment. (8 classes)
4. **Wage Fixation:** Cost of living and Dearness allowance - Consumer Price Index numbers - Machinery for wage fixation Tribunals - Wage Boards - Bi-partite Negotiations - Wage policy in India. (12 classes)

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5. **Employee Benefits: E**mployee benefits: Concept, History, and Evolution – Modern benefit schemes. (8 classes)
6. **Executive remuneration: E**xecutive remuneration: Objectives, Special features, Components of executive remuneration - Designing an effective executive compensation - Executive remuneration in Indian Industries. (8 classes)
7. **Compensation Management:** Recent trends in compensation management - Contingent factors - Pay transparency, Theories of compensation. (6 classes)

References:

1. Armstrong, Michel and Murlis, Helen, *Reward Management: A Handbook of Salary Administration*
2. Hendorson, Richard I., *Compensation Management: Rewarding Performance*
3. Sarma, A. M., *Understanding Wage System*
4. Tygi, B. P., *Labour Economics and Social Welfare*
5. Subramaniam, K. N., *Wages in India*
6. Fonseca, A. I., *Wage Issues in a Developing Economy: An Indian Experience*

Major Specialisation Groups
Specialisation: Human Resource Management
Paper Code: HR303 Subject: Industrial Relations
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Industrial Relations (IR):** Concept - Approaches to IR - Parties to IR - System Model of IR. (5 classes)
2. **Industrial Worker in India:** Rise of Industrial Workers - Profile of Industrial Workers in India - Problems of Industrial Workers (absenteeism, commitment, work ethics). (6 classes)
3. **Trade Unionism in India:** Origin - Growth – Structure - Management of Trade Unions - Registration -Recognitions - Leadership - Trade Unionisms - Employers Organizations in India -Managerial Associations. (8 classes)
4. **Industrial Relations in India:** Labour Policy in Five Year Plans - Tripartism - Role of Government - State - Role of Management - Role of Trade Unions. (8 classes)
5. **Industrial Disputes:** Causes - Types - Trends and Settlement of disputes (internal options, third party machinery). (6 classes)
6. **Collective Bargaining:** Theories – Perquisites - Process - Negotiating skills and strategies – Agreement: Content, validity, implementation; Productivity - Bargaining - Growth of collective bargaining in India. (8 classes)
7. **Workers Participation in Management:** Concept - Purpose Practices in other countries -Workers Participation Schemes in India - Works Committee - Joint Management Council - Worker-Director - Shop Council - Joint Council - WPM, EPM: Problems & Prospects in India - Quality Circles: Concept Practices in India. (8 classes)
8. **Labour Welfare Industrial Relations:** Concept - Purpose - Statutory and Non-statutory provisions - ILO - Conventions and its application in India - Workers Education Programmes in India. (6 classes)

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9. Employee Discipline: Meaning - Types - Misconduct - Disciplinary Action - Domestic Enquiry - Grievance Handling. (5 classes)

References:

1. Malhotra, O. P., *The Law of Industrial Disputes*
2. Arya, V. P., *A Guide to Settlement of Industrial Disputes*
3. Aggarwal, Dr. Arjun P. and Larki, H., *Gherao and Industrial Relations, Trade Unionism in the New Society*
4. Aggarwal, S. L., *Labour Relations Law in India*
5. Dhyani, S. N., *Trade Union and Right of Strike in India*
6. M. Charles, A., *Industrial Relations in India*
7. Mehtras, V. V., *Labour Participation in Management*
8. Sharma, G. K., *Labour Movements in India*
9. Singh, V. B., *Climate for Industrial Relations*

Major Specialisation Groups

Specialisation: Human Resource Management

Paper Code: HR304 Subject: Organisational Change and Development

Full Marks: 100 No. of Classes: 60

Course Contents

1. Organizational Change and Development: Concept - History - Process - Lewins Model - Organizational Life Cycle - Values and Assumptions of Organisational Development (OD). (5 classes)

2. Operational Components of OD: Diagnostic Components - Action Component - Process - Management Component. (6 classes)

3. Characteristics and Foundation of OD Process: On-going interactive process - Form of Applied BS - Strategy of changing - Systems approach - Approach to planned change: Experience-based - Goal Setting Planning - Focus on work teams. (8 classes)

4. OD Action Research: Process - Approach - Use of action research on OD. (5 classes)

5. OD Interventions: Nature of OD interventions - The OD Cube - Major families of OD interventions – Dimensions: individual - Group & Task - Process. (6 classes)

6. Team Interventions: Teams and work groups - Team Building interventions - Diagnostic meeting - Team building meeting - Role Analysis technique - Role Negotiation techniques - Gestalt Orientation to team building – Inter-group interventions. (8 classes)

7. Personal & Interpersonal Group Process Interventions: Process Consultation - Third-party intervention - Sensitivity Training - Transactional Analysis - Career Planning Interventions. (6 classes)

8. Comprehensive Interventions: Confrontation Meeting - Survey Feedback - Four System Management - Grid - Contingency approach. (6 classes)

9. Structural Interventions: Job Design - MBO, QWL, Socio-Technical Systems - Physical Setting Conditions for OD - Re-engineering. (5 classes)

10. Issues in OD: OD Facilitators' role - OD Consultant - Consultant-Client relationship - Problems in OD Interventions – Resistance – Individual, Organizational - Research in OD. (5 classes)

References:

1. Ramnarayan, S. Rao, T. V., *Organizational Development*.
2. Cummings and Worley, *Organizational Development and Change*.
3. French and Bell, *Organizational Development*.

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Major Specialisation Groups

Specialisation: Operations and Systems Management

Paper Code: OS 301 Subject: Decision Science and Software Engineering

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction:** Definitions, Characteristics of Software - Software Engineering vs other engineering disciplines – Software Myths – Software Life Cycle Models – Selection of Software Process models. (5 classes)
2. **Requirement analysis:** Prototyping – Specification – Analysis modeling. (5 classes)
3. **Software design:** Software design – Abstraction – Modularity – Software architecture – Effective modular design – Cohesion and Coupling – Architectural design and procedural design – Data flow oriented design. (10 classes)
4. **User interface design:** User Interface design – Human factors – Human computer interaction – Human – Computer interface design – Interface design – Interface standards. Programming languages and coding – Language classes – Code documentation – Code efficiency – Software configuration management. (5 classes)
5. **Programming standards:** Need for structured programming – Coding standards – Maintainability of programs. (5 classes)
6. **Coding: Structured Programming:** Information hiding - documentation verification. (10 classes)
7. **Testing techniques**: Software testing – Path testing – Control structures testing – Black Box testing – Unit, Integration, Validation and system testing – Software Maintenance - TQM principals- Quality control tools (Q7and M7) - Product Development Life cycle – Structured development methodology. (10 classes)
8. **Project Cost & Time Management:** Project Schedule - Activity Duration Estimation - Gantt Charts - Critical Path Method – PERT - Cost Control - Estimation Techniques. (5 classes)
9. **Trends in software engineering:** Reverse Engineering and Re-engineering – wrappers – Case Study of CASE tools. (5 classes)

References:

1. Pressman, Roger S., *Software Engineering – A Practitioner's Approach*, McGraw Hill
2. Sommerville, I., *Software Engineering*, Pearson Education India, New Delhi
3. Fleeger, P., *Software Engineering*, Pearson Education India, New Delhi
4. Carlo Ghezzi, Mehdi Jazayari and Dino Mandrioli, *Fundamentals of Software Engineering*, Prentice Hall of India, New Delhi

Major Specialisation Groups

Specialisation: Operations and Systems Management

Paper Code: OS 302 Subject: Structured Systems Analysis & Designing

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Basic Concepts:** Business system concept – SDLC - Business process re-engineering concept – Problem Solving: Finding the problem – Evaluating the proposal – Economic feasibility. (10 classes)

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2. **System Requirement & Planning:** DFDS - Data dictionaries - Process organization & interactions - Decision analysis - Standards (IEEE/ISO) - Data Modelling & analysis – Entity Relationship Analysis– Decision Tables – Relational Analysis: Relations – Functional dependencies – Relation keys –Normal form relations – Constructing relations from functional dependencies. (10 classes)
3. **Design:** File design – Input-Output Design - Module Specification - User Interface Design. (5 classes)
4. **Object Modelling:** Classes & Objects - Object structure & features - Concept of object-orient approach - Object representation methods - Object Status - State Diagram (10 classes)
5. **System Control & Assurance of Quality:** Design objectives reliability & maintenance – Software design & documentation tools - Top-down - Bottom-up & variants - Unit – Integration - System & Acceptance Testing - Audit trials - Case tools - System controls. (10 classes)
6. **Hardware & Software Specification:** Selection of Software (OS, Languages, Preference & Acceptance criteria) - Selection of Hardware (Memory process, peripherals, etc.). (5 classes)
7. **Planning:** Schedule Development - Resource Planning - Cost Estimation - Quality Planning – HR Planning - Communication Planning - Risk Management Planning - Procurement Planning – Project Management Methodology - Software Project Management Plan (SPMP) - Changing Controls. (5 classes)
8. **Design:** Problem portioning – Abstraction - Top-down & Bottom-up strategies – Modularity - Coupling & Conension - Structure Chart - Transaction Analysis - Functional Approach vs. Object oriented Appr oach - Design Process – Design Concepts: Abstraction, Refinement, Modularity, Software architecture. (5 classes)

References:

1. Jalote, Pankaj, *An Integrated Approach to Software Engineering*, Narosa Publisting
2. Pressman, *Software Engineering*, McGraw Hill
3. Mall, Rajib, *Fundamentals of Software Engineering*, PHI
4. Igor Hawrysz Kiewyes , *Introduction to System Analysis & Design*, PHI
5. Booch, Grody, *Object-Oriented Analysis & Design Methods*

Major Specialisation Groups

Specialisation: Operations and Systems Management

Paper Code: OS 303 Subject: Programming Languages and Computer Networking Principles

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Structured Programming:** Concept – Top-Down Analysis - Modular Programming - Structured Code; Algorithm: Different Ways of Stating Algorithms - Strategy for Designing Algorithms; Steps in Developing a Program - Design Techniques - Programming Methodologies - Flow Charts - Pseudocode, Nassi-Shneiderman (NS) Diagrams. (10 classes)
2. **Concept of Object Oriented Programming:** What is OOP – procedural language vs. OOP – Advantages and evolution of OOP – Java Programming – C++: Introduction – Data encapsulation & abstraction – Inheritance – Polymorphism – Stream Handling – Exception Handling – Data Types, Operators, and Expressions – Programming Structure – Functions – Pointers – Arrays & Strings – Structures & Unions – Classes and Objects – Constructors and Destructors – Operator Overloading and Type conversion – Generic Programming with Templates. (12 classes)
3. **Concept of Database:** DBMS - Client server system – Relational Database Management System through Oracle – Structured Query Language – Concept of on-line database connectivity graphic user interface – Visual Basic. (8 classes)

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4. **Computer Networking:** Introduction - Network Structure - The OSI Model - Network Topology - Network Protocols - Network Architecture - Networking Hardware and Software - Advantages and Limitations of computer Networks – The TCP/IP reference model – The Internet – Connection Oriented Networks – Ethernet – Wireless LANs. (12 classes)
5. **Communication Channels:** Communication Networks - Local Networks - Managerial issues related to Telecommunications - Client/Server Computing - Communication Servers - Digital Networks - Electronic Data Interchange and its Applications - Value Added Networks - Wireless Networks - Network Security. – The domain Name System – Electronic Mail – The World Wide Web. (12 classes)
6. **Basic Concept of Enterprise Resource Planning** (6 classes)

References:

1. Derfler, Frank J., *Guide to Connectivity*, Ziff- Davis Press
2. Fitzgerald, Jerry, *Business Data Communications: Basic Concepts, Security and Design*, John Wiley
3. Keen, Peter and Cummins, Michael, *Networks in Action: Business Choices and Telecommunications Decisions*, Belmont, CA. Wads Worth
4. LaQuey, Tracy, *The Internet Companion: A Beginner's Guide to Global Networking*, Addison Wesley
5. Sudharsan, P. and Jeyabalan, j., *Computers – Systems and Application*, Jaico Publishing House.
6. Saravanavei, P. and Sumathi, S., *Computer Languages for Management*, HPH
7. Salemi, JOE, *Client/Server Databases*, Ziff- Davis Press.

Major Specialisation Groups

Specialisation: Operations and Systems Management

Paper Code: OS 304 Subject: Web Development of Internet Applications

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to HTML:** Introduction to the key component of an HTML document - Basic HTML tags for the www document - Addition of image in the web page - Hyperlinks etc. (10 classes)
2. **Legal, Ethical and Social Issues:** Internet taxation - Online privacy - Application of traditional law to the internet - Impact of traditional law on e-commerce - Limitation of traditional law with regard to internet - Internet taxation. (10 classes)
3. **Intermediate HTML:** Introduction to the list items, rows & columns, forms, creation of image maps to aid hyperlink, make the webpage accessible to the search engine. (10 classes)
4. **Computer and Network Security:** Basic security concepts: Public / Private Key - Cryptography - popular security protocol such as SSL and SET - Digital Signature - Digital Certificate and certification authorities - various threats to secure systems such as virus, spasm etc., - Introduction to emerging security technique such as biometrics and steganography. (12 classes)
5. **H/W and S/W Communication:** Introduction to some communication media and H/W used to connect the computers on the internet. (10 classes)
6. **HTML Editors and ASP:** Introduction of active server page - Introduction of Java script / VB script. (8 classes)

References:

1. Chisholm and May. *Universal Design for Web Applications: Web Applications That Reach Everyone*, O'Reilly Media
2. Horton, Sarah. *Access by Design: A Guide to Universal Usability for Web Designers*, New Riders Publishing
3. Oliver Dick & Michael Morrison, *SAMS Teach yourself HTML and XHTML in 24 hours*, 6th ed., SAMS Publisher
4. Niederst Jennifer, *HTML Pocket Reference*, 2nd ed., O'Reilly Publishing
5. Castro, Elizabeth. *HTML5, and CSS3, Seventh Edition: (Visual QuickStart Guide)*, Peachpit Press.

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Minor Specialisation Groups
Specialisation: Retail Management
Paper Code: RM301 Subject: Retail Management: Theory and Practice
Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Retailing - An overview:** Definition – Scope - Benefits of Retailing - Evolution of Retailing: Theories; Changing scenario of Indian Retail Industry - Trends in retailing in India (growth, key drivers) - Functions of retailing - Retail Institution, classification and Formats - Concept of organized and unorganized retail - Contribution of organized retail – Effects of organized retail - Influx of FDI. (12 classes)
2. **Retail Customer and CRM:** Population Analysis - Demographic Analysis - Geographic Analysis, Consumer Buying Analysis - Process of customer engagement - Personal selling - Role of IT in driving CRM - e-tailing - Retail information System. (10 classes)
3. **Retail Strategy and Store Location:** Situation Analysis - Identifying strategic options - setting objectives - Allocation of Resources - Develop and Implement the strategy - Monitor, review and control - Strategic focus for competitive advantage. Importance of Location Decision - Evaluation and selection of location. (12 classes)
4. **Category Management:** Organizing the Buying Process by categories - Assortment Planning Process-variety - Assortment & product availability. (8 classes)
5. **HR Policies and Franchising in Retail:** Introduction of franchising - Franchise operation - Factors of growth - Manpower planning - Development of retail personnel - Recognition - Reward system. (8 classes)
6. **Pricing in Retailing:** Pricing strategies: EDLP, high/low pricing, pricing bundling/multiple unit pricing, mark downs and mark up, establishing gross margins, Leader pricing, Price lining, Odd pricing, Psychological pricing, Premium pricing, Penetration pricing, VAT calculation. (10 classes)

References:

1. Pradhan, Swapna, *Retail Management*
2. Bajaj, Chetan; Tuli, Rajnish and Srivastava, Nidhiv, *Retail Management*
3. Bhalla, Swati and Anurag S., *Visual Merchandising*
4. Berman and Evans, *Retail Management A Strategic Approach*

Minor Specialisation Groups
Specialisation: Retail Management
Paper Code: RM302 Subject: Retai Merchandising Management
Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Merchandising-an overview:** Definition – Scope - Benefits of Merchandising - Merchandising Management - Rights Challenges - Factors affecting Merchandising - Environment affecting Merchandising - Opportunities for Merchandising. (10 classes)
2. **Merchandise Categories:** Fad/Fashion/Staple/Seasonal - Difference among the three types - Concept of Fashion Retailing - Challenge of Fashion Retailing - Interpreting consumer demand - Fashion Purchase selection criteria - Fashion Retailing Business Format - Major divisions/departments in fashion retail organization. (12 classes)
3. **Concept of Merchandiser and Buyer:** Function of Merchandiser Manager and Buyer - Hierarchy of Merchandiser and buyer - Roles and responsibilities. (8 classes)

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4. **Merchandising Planning:**
   I. Developing Sales Forecasting for Merchandising - Colour forecasting - Fashion scan - Merchandising Hierarchy;
   II. Determination merchandising Requirement - Merchandising Budget / Plan (Planned retail to the calculation of gross margin, B.O.M. and E.O.M. - measuring inventory level) - Preparation of 6-month merchandising plan: consistency, depth, breadth;
   III. Merchandising control/ Regulation of the plan (Open to Buy). (15 classes)
5. **Assortment Planning:** Range planning - Space planning - Space transaction - GBB assortment and margin mix - Aesthetic minimum - Store grading. (5 classes)
6. **Vendors Performance Analysis-Barrens Matrix:** Buying merchandise - Source selection and evaluation - Receiving and stocking merchandise - Strategic vendor relationship management - Resident Buying Office. (6 classes)
7. **Merchandising Performance Analysis:** Planogram, Visual Merchandising. (4 classes)

References:

1. Pradhan, Swapna, *Retail Management*
2. Bajaj, Chetan; Tuli, Rajnish and Srivastava, Nidhiv, *Retail Management*
3. Bhalla, Swati and Anurag S., *Visual Merchandising*
4. Berman and Evans, *Retail Management A Strategic Approach*

Minor Specialisation Groups

Specialisation: Logistics and Supply Chain Management
Paper Code: LS 301 Subject: Materials Management
Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Introduction to Materials Management:** Introduction - Scope of materials management - Importance of Materials Management - Scope of Profitability through MM - Primary and secondary objectives of MM - Integrated materials management: relation with other functions - Materials Management to Supply Chain Management-the transition. (15 classes)
2. **Purchasing Management:** Overview - Purchasing Organizations - Purchasing Cycle and Contracts / Purchase Orders - Lead Time - Vendor Analysis & Management - Negotiations - Scope of Cost Reduction in Purchasing - Make or Buy - Purchasing Productivity. (12 classes)
3. **Inventory Management:** Importance - Scope of Inventory Control - Types of Inventory - Work in Process Inventories - Finished Goods Inventories - Spare Parts Inventories - Costs Associated with Inventory - Inventory Control - Selective Inventory Control - FSN, VED, ABC - Economic Order Quantity - Safety Stocks - Inventory Management Systems - Forecasting Techniques - Material Requirement Planning. (16 classes)
4. **Stores Management & Surplus, Obsolete and Scrap Management:** Materials identification: classifying materials - Codification of materials – Standardization: Simplification and variety reduction of materials - Stores Management: Different types of stores - Stores issues and receipts: Procedures, forms - Policies in stores transactions: Stores accounting, Stores organization, Materials safety and security - Store Layout and Design - Introduction to Material Handling Equipments - General Duties and Responsibilities of Stores Management - Stores Productivity. (17 classes)

References:

1. Datta, A. K, *Materials Management: Procedures, Text & Cases*, PHI
2. Menon, K. S., *Purchasing Management*, Macmillan
3. Menon, K. S., *Stores Management*, Macmillan

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Minor Specialisation Groups

Specialisation: Logistics and Supply Chain Management

Paper Code: LS 302 Subject: Logistics, Transport and Supply Chain Managment

Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Backdrop**: Globalization and its impact on Supply Chains and its Management. (3 classes)
2. **Supply Chains**: Concept, Framework and Modelling - Relationships, Drivers, Implementation and Changing Paradigm - Supply Chain Flows: Material, Information and Cash. (8 classes)
3. **Challenges and Hazards in Managing Supply Chains**: Bullwhip Effect - Shortage Gaming - Dealer and Data Management. (6 classes)
4. **Creating Value through Supplier Relationships**: CRM-SCM Interface. (5 classes)
5. **Contracts and E-Contracts Management**: Importance and Trends. (5 classes)
6. **JIT & TQM-SCM Interface**: Concept - Scope and Challenges -Indian Context. (5 classes)
7. **Transportation Logistics**: Strategic Objectives of Transport – Types of modes, characteristics and salient features - Intermodal Transportation in international operations - Factors influencing mode and Carrier Selection decision - Basics of 3PL and 4 PL. (6 classes)
8. **E-Procurement and E-Commerce Applications**: Scope - Applications and Challenges. (5 classes)
9. **Bar Coding, RFID and other tracking mechanisms**: Applications and Challenges. (5 classes)
10. **Reverse Logistics**: Scope – Applications - CSR and Challenges. (5 classes)
11. **Supply Chain/Logistics Audit**: Scope - Applications and Limitations. (3 classes)
12. **Service Supply Chain Management**: Challenges. (4 classes)

References:

1. Agarwal, D. K., *Textbook of Logistics and Supply Chain Management*, Macmillan
2. Bowersox et al., *Supply Chain Logistics of Management*, TATA McGraw Hill
3. Raghuram G & Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan.

Minor Specialisation Groups

Specialisation: Media Management

Paper Code: MD 301 Subject: Media Planning & Organization

Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Introduction to Media Planning:** Media: definition – Types of Media: T.V., Radio, Print, OOH, Interactive - Advantages and disadvantages; Characteristics of media - Media selection procedure: Audience Measure - Reach & Media planning - Frequency & Media planning - Cost Efficiency as planning dimension. (10 classes)
2. **Developing Media Strategies:** Setting media objectives - Target audience strategies - Timing & duration strategies - Background & situation analysis - Media objectives - Strategy: selection of media - The flow chart: scheduling & budgeting allocation. (15 classes)
3. **Buying Media Space & Time:** Media buying functions - Buying space in print media - Buying radio time - Buying television time - Buying new media - Ability of media buyers - Changes in media buying. (10 classes)
4. **Ownership Pattern:** Different ownership pattern & their advantages & disadvantages - Organisational structure: Print media, Interactive media, Doordarshan, AD agency. (10 classes)

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5. **Organisational structure of private infotainment channel:** Different formats: telecasting, partnership model - Policy & ethics - Planning & production - Different news format, Capsule-writing – Editing & execution. (10 classes)
6. **Satellite channel:** Launching format - Technical aspects - Aesthetics. (5 classes)

References:

1. Jack Z. Sissors & Roger Baron (2002), *Advertising Media Planning*, New York, McGraw-Hill.
2. Dennis Martin & Robert Coons (2002), *Media Flight Plan 4.* Provo, Utah: Deer Creek Publishing.
3. Clarke Caywood (ed) (1997), *The Handbook of Strategic Public Relations& Integrated Communication*, New York: McGraw-Hill.
4. Esther Thorson & Jeri Moore (eds.) (1996), *Integrated Communication*, Mahwah, NJ: Lawrence Erlbaum.
5. Katz, Helen (2003), *The Media Handbook*, 2nd edition, McGraw-Hill.
6. Jagdeep Kapoor (2004), *Brand Strategies*, Sage Publication, New Delhi.
7. Krishna Kumar (2004), *Promoting Independent Media*, Sage Publication, New Delhi.
8. Antony Young (2005), *Brand Media Strategy*, 5th edition, Ntc Business Book.
9. William Goodrich, *Media Planning Workbook*, Ntc Business Book.

Minor Specialisation Groups

Specialisation: Media Management

Paper Code: MD 302 Subject: Media Promotion and New Media

Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Promotion:** Role of Promotion - Promotion society - Promotion communication process - Promotional mix: differences - advantages - disadvantages. (8 classes)
2. **Publicity Preview:** Publicity advertising compared - Dealing with unfavourable publicity - Limitation of using Publicity - Preparation of Press-kit. (7 classes)
3. **Advertisement Promotion:** Definition of advertisement - Advertisement objectives - Types of advertisement - Advertising segments - Effect of advertising on market share & consumers - Creative brief - Creative decisions of advertising campaign - Successful television advertisement - Advertising campaign: Theory & practice - Evaluating an advertising Plan – Analysis of Case Studies. (15 classes)
4. **Introduction to New Media: N**ew Media: Concept - Traditional Media - Difference between new and traditional media - Rise of Internet - New Media and Social Media - Virtual Space or Cyber Space - Cyber Culture - Cyber Journalism - Digital divide – Convergence: web sites, E-newspaper, Internet TV, Internet radio. (10 classes)
5. **Conceptualizing Websites:** Components of a website - Web layout - Aesthetics for online portals: design, layout, colour, graphics, visual information - Types of websites - Writing and Design for online medium - Interactivity of form and content in new media - Linear writing vs. interactive writing - Grammar of interactivity - Multimedia storytelling - Hypertext fiction. (12 classes)
6. **Business/Governance and Social Media:** E-commerce - Consumer societies and new media - Globalisation and new media - E-governance: Potentials and criticism with reference to India – Blogs – wiki - Rss feeds - Cell phones sms - Social Networking Sites. (8 classes)

References:

1. Caywood, Clarke (ed.), *The Handbook of Strategic Public Relations and lntegrated Communication*, New York McGraw-Hill.
2. Kapoor, Jagdeep, *Brand Strategies*, Sage Publication, New Delhi.
3. Kumar, Krishna, *Promoting Independent Media*, Sage Publication, New Delhi.
4. Goodrich, William, *Media Planning Workbook*, Ntc Business Book.

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Minor Specialisation Groups
Specialisation: Pharma Management
Paper Code: PM 301 Subject: Bio-Pharma and Immunology
Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Overview of the Immune system:** Antigens, antibodies and haptens; Immune system - cellular and humoral immunity - immunological tolerance; antigen-antibody reactions and their applications – Hypersensitivity; Active and passive immunization - Preparation, standardization and storage of immunological products. (10 classes)
2. **Infection:** Types - factors influencing infection and harmful microbial products such as exotoxins and endotoxins; leukocidins, hemolysins, fibrinolysins - proof of pathogenecity and course of infection - sources of infectious agents and their carriers portals of entry, immune-suppression. (10 classes)
3. **Genetic Code and Protein synthesis:** Genetic code - components of protein synthesis, inhibition of protein synthesis - Brief account of protein engineering and polymerase chain reactions - Regulation of gene expression. (5 classes)
4. **Immune system in Health and Disease:** Leukocyte migration and inflammation - hypersensitive reactions - immune response to infection diseases vaccines. (5 classes)
5. **Biopharmaceutics**: Introduction, Fate of drug after administration - Blood level curves, Routes of drug administration - Drug absorption and disposition - Significance in product, formulation and development - Drug absorption – Structure of biological membrane, drug transport mechanisms, factors and kinetics involved – Physico-chemical and biological factors involved in drug absorption (10 classes)
6. **Bioavailability:** Objectives and consideration in bioavailability studies – Bioavailability of oral and non-oral dosage forms - Concept of equivalence - Measurement of bioavailability - Determination of the rate of absorption, Bioequivalence protocol and its importance. (10 classes)
7. **Protein Binding:** Theory of plasma protein binding and implications - factors influencing protein binding - effect of binding on drug pharmacokinetics (10 classes)

References:

1. Pelczar and Kreig, *Microbiology,* Tata McGraw Hill Education Private Limited, 5th edition
2. Anantanarayana and Panicker, *Text Book of Microbiology*, University Press, 8th edition
3. Cooper and Gunn*'s Tutorial Pharmacy*, edited by S.J. Carter, CBS Publisher, 6th Edition.
4. Jain, N. K., *Pharmaceutical Microbiology,* Vallabh Prakashan
5. Madan, P. L., *Biopharmaceutics and Pharmacokinetics,* Jaypee publisher, 2nd edition

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Minor Specialisation Groups

Specialisation: Pharma Management

Paper Code: PM 302 Subject: Pharma Marketing

Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Marketing Principles**: Marketing in the twenty first Century - General principles of marketing, including needs, wants, demand, and value. (6 classes)
2. **Product Management**: Scope - Parameters of product management - Roles of a product manager - product life cycle - New product launch and strategies for promotion. (10 classes)
3. **Emerging concepts in Marketing:** Vertical & Horizontal Marketing - Rural Marketing; Consumerism - Industrial Marketing - Global Marketing. (8 classes)
4. **Introduction to Pharmaceutical Marketing**: Study of different parameters in pharmaceutical market - Identification of pharmaceutical market - market behaviour; physician prescribing habits - patient motivation - market analysis. (8 classes)
5. **4 P's with respect to Pharmaceuticals:** Product-Products in the Pharmaceutical Industry Price - Pharmaceuticals & Pricing; Place – The Pharmaceutical Industry Supply Chain; Promotion - Promotional Marketing Activities & Practices. (10 classes)
6. **The Pharmaceutical Products:** Drug Development and Marketing Research Interface - Diversification and Specialization - Marketing Generic Drugs - Nonprescription drugs.(10 classes)
7. **Issues unique to pharmaceutical marketing**: differentiating the marketing focuses between prescription and over-the-counter medications and brand and generic medications. (8 classes)

References:

1. Philip Kotler, *Marketing Management A South Asian Perspective,* Pearson.
2. Ramaswami & Namakumari, *Marketing Management Global Perspective, Indian Context*, Macmillan India.
3. Mickey C. Smith, *Principles of Pharmaceutical Marketing,* Lea & Febiger
4. Lehmann, Donald R. and Russell S. Winer, *Product Management*, McGraw-Hill/Irwin

Common Paper

Paper Code: 307 Subject: Public Administration and Environmental Management

Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Public Administration**: Meaning, scope and significance of public administration - Comparative Public Administration and Development Administration - Public and Private Administration: State versus market debate - New Pubic Administration - New Public Management perspective. (5 classes)
2. **Administrative Behaviour**: Decision making with special reference to H. Simon, communication and control, leadership theories - Theories of motivation (Maslow and Herzberg) in Public Administration - Role of Civil Service in developing societies - Administrative Ethics. (8 classes)

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3. **Accountability and Control**: The concepts of Accountability and control: Legislative, executive and judicial control - Citizen and Administration: Role of civil society, people's participation and Right to Information. (9 classes)
4. **Financial Administration:** Budget: Meaning, Preparation & Enactment - Finance Ministry and its role - Audit and Accounts - Comptroller and Auditor General. (8 classes)
5. **Environmental Management:** Concept and Significance of environmental management - Sustainable development - Sustainability reporting - Environmental Planning and Management - Environmental Impact Analysis - Environment Management in India. (10 classes)
6. **Environmental Economics:** Principal and applications of energy costing and pricing, energy audits, energy management, Energy conservation. (6 classes)
7. **Environmental Concern and Corporation:** Environmental risk - Industrial Pollution - Natural environment and Business - Pollution prevention - Climate changes and global warming - Natural resource management - Trade and environment. (8 classes)
8. **Eco-friendly Business practices:** Concept of green business - Social Entrepreneurships - Environmental management system (EMS) and ISO 14000. (6 classes)

References:

1. Bhattacharya, Mohit, *New Horizons of Public Administration*
2. Basu, Rumki, *Public Administration*
3. Sapru, *Public Policy*
4. Bhattacharya, Mohit, *Social Theory and Development Administration*
5. Sinha, D. K, and Mukhopadhyay, A. D., *Fundamentals of Environmental Studies*
6. Uberoi, N. K., *Environmental Management*, Excel Books
7. *Introduction to Environment Management*, PHI Publication
8. Hanley, Nick; Jason F. Shogren ben White, *Environmental Economics in Theory and Practices*
9. Rao, Purba Halady, *Greening the supply Chain*, Response Books
10. Krishnan, Sridhar, *Eco-friendly Business- Approaches and Experiences* , IBS

Common Paper

Paper Code: 308 Subject: International Business Environment

Full Marks: 100 No. of Classes: 60

Course Contents:

1. **International Business and Environment:** World Trade in Goods and Services – Major Trends and Developments - Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country. (6 classes)
2. **International Business Theories:** Introduction – Mercantilism - Absolute Advantage Theory - Comparative Cost Theory - Heckscher-Ohlin Theory - Product Cycle Theory. (6 classes)
3. **Instruments of Trade Policy:** Tariffs – Subsidies - Import Quotas - Voluntary Export Restraints - Administrative Policy - Anti-dumping Policy. (6 classes)
4. **Legal Framework of International Business:** Nature and Complexities - Code and Common Laws and their Implications to Business - International Business Contract – Legal Provisions - International Sales Agreements - Rights and Duties of Agents and Distributors. (8 classes)

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5. **Global Trading Environment:** Liberalization of World Trade - FDI and their Impact on the Economy, Multinationals and their Economic Impact - Political and Legal Impact of Multinational Corporations - Strategies for Dealing with Multinationals - Technology Transfer: Importance and Types, Issues in Transfer of Technology to Developing Countries. (10 classes)
6. **International Financial Environment:** Foreign Investment – Types and Flows; Asian Model - Monetary System - Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows - Global Capital Markets – Euro Currency. (10 classes)
7. **International Economic Institutions and Regional Economic Groups:** IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements - Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings. (14 classes)

References:

1. Sundaram & Black, *International Business Environment: Text & Cases*, PHI
2. Daniels, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Pearson Education
3. Charles, W. L. Hill, *International Business: Competing in the Global Marketplace*, Tata McGraw Hill
4. Paul, J., *International Business*, Prentice Hall
5. Aswathappa. *International Business*, Tata McGraw Hill
6. Black, J., *International Business Environment*, Prentice Hall
7. Bhalla, V. K., *International Business Environment*, Anmol.

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DEPARTMENT OF BUSINESS ADMINISTRATION
Structure of the Syllabus (Effective from 2014-15)

Fourth Semester

MBA SYLLABUS

Papers of 100 marks each

Fourth Semester: 3 Specialisation Papers (2 from Major and 1 from Minor), 1 Compulsory Paper, and 2 Compulsory Papers of 100 Marks each = 800 Marks

- **401 to 403** — Three Specialisation Papers –Two from Major Specialisation Group and One from Minor Specialisation Group
- **404** Strategic Management
- **405** Entrepreneurial & Corporate Skill Development
- **406** Managerial Skill Development (Practical) and Industrial Visit (50:50)
- **407** Dissertation (equivalent to One Paper)
- **408** Grand Viva (including both the Project and the Specialisation viva)

Specialisation Papers

Finance Management

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for students of other Major Groups)

- **F401** International Financial Management
- **F402** Strategic Financial Management

Marketing Management

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for students of other Major Groups)

- **M401** Promotions Management
- **M402** Brand Management

Human Resource Management

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for students of other Major Groups)

- **HR401** International Human Resource Management
- **HR402** Strategic HR Management

Operations and Systems Management

Fourth Semester: Two Papers (of which *first* Paper will be offered as Minor for Students of other Major Groups)

- **OS401** E-Commerce Programming Languages
- **OS402** Information Technology Enabled Services

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DEPARTMENT OF BUSINESS ADMINISTRATION

Structure of the Syllabus (Effective from 2014-15)

MBA SYLLABUS

Papers of 100 marks each

Minor Specialisation Groups

Retail Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

RM401 Sectoral Retailing

Logistics and Supply Chain Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

LS401 E-Logistics

Media Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

MD401 Media Laws & Ethics

Pharma Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups

PM401 Pharmacology and Drug Regulatory Affairs

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Vidyasagar University
MBA :: FOURTH SEMESTER
(Effective from 2014-15)

Major Specialisation Groups

Specialisation: Financial Management
Paper Code: F401 Subject: International Financial Management
Full Marks: 100 No. of Classe: 60

Course Contents

1. **Introduction:** International Financial Management (IFM): Nature – Importance – Scope; IFM versus Domestic Financial Management. Global Financial Environment: Overview. (5 classes)
2. **International Monetary System:** Exchange Rate Regimes – IMF - Euro Currency Market - EURO Market; Role of Finance Manager in Global context; Balance of Payments: Understandings - Analysis – Interpretation. (6 classes)
3. **Foreign Exchange Market:** Nature – Structure - Types of transactions - Exchange rate quotation - Spot & Forward - Nominal, Real, and Effective Exchange Rates - Foreign Exchange Market in India: Nature, Structure, Operations & Limitations; Exchange Rate Determination: Structural Models of Exchange Rate Determination. (8 classes)
4. **Foreign Exchange Risk:** Exposure: Types of Risk; Risk management Process. (4 classes)
5. **Market for Forward Contracts:** Features – Arbitrage – Pay off profile. (4 classes)
6. **Markets for Currency Futures:** Currency Futures: Features - Futures Vs. Forward Contracts – Hedging – Speculation – Pay off profile. (6 classes)
7. **Markets for Currency Options:** Currency Options – Features - Terminologies – Gains and Losses – Pricing – Hedging – Speculation – Pay off profile. (6 classes)
8. **International Investment Decisions:** International Capital Budgeting – Evaluation criteria – Cash Flow - Cost of Capital – Adjusted Present Value Approach – Sensitivity Analysis – Real Options and Project Appraisal – Non-financial factors. (8 classes)
9. **International Financing Decisions:** International Banking – Process – Intermediary function – Direction and Purposes of Lending – Lending Risk – Credit Creation function – Control of International Banks. (5 classes)
10. **International Working Capital Management:** Working Capital Policy – Basics of managing Cash and Near-cash Assets: Steps – Management of Receivables – Management of Inventory. (5 classes)

References:

1. Pathak, Bharati V., *Indian Financial System*, Pearson Education, New Delhi.
2. Khan, M. Y., *Indian Financial System*, Tata McGraw Hill, New Delhi.
3. Gupta, S. B., *Monetary Economics – Institutions, Theory and Policy*, S. Chand, New Delhi.
4. Bhole, L. M., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi.
5. Pandian, P., *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
6. Raghunathan, V. and Rajib, P., *Stock Exchanges and Investment*, Tata McGraw Hill, New Delhi.
7. Fischer, D. E. and Jordan, R. J., *Security Analysis and Portfolio Management*, Indian Reprint, Prentice Hall of India Pvt. Ltd.

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Major Specialisation Groups

Specialisation: Financial Management

Paper Code: F402 Subject: Strategic Financial Management

Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Strategic Financial Management - an overview**: Agency theory - Conflict of interest - Business valuation methods – Dividend yield method – Earnings yield method – Earnings ratio method – ROI valuation method - Capital asset pricing model – Dividend growth valuation model. (10 classes)
2. **Valuation of Securities:** Approaches to corporate valuation - Valuation of equities including cash flow - Dividends and earnings approach - Valuation of debt – Valuation of convertibles and derivatives - Black- Scholes model - Valuation for mergers and acquisitions. (12 classes)
3. **Investments Decisions under Risk and Uncertainty:** Techniques of investment decision - risk adjusted discount rate - Certainty equivalent factor – Statistical method - Sensitivity analysis and simulation method - Corporate strategy and high technology investments. (10 classes)
4. **Corporate restructuring:** Broad areas of restructuring – Rationale for diversification – Techniques for corporate restructuring – Expansion techniques: joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – demerger (spin off) management buyout – liquidation leveraging buyout - Other techniques: going private – share repurchase – buy-in reverse merger. (12 classes)
5. **Mergers and acquisitions**: Types of amalgamations - Methods of take over – Motives and strategies influencing M&A: Motives of cross boarder M&A - Categories of M&A - Methods of payment in M&A – Steps in merger transactions – Tax benefits of merger transactions – Reverse mergers: steps in reverse mergers – Defensive strategies in hostile takeovers. (8 classes)
6. **Financial reorganization:** Leverage buy-out: Concept, stages of operation, sources of value generation - International sources of finance: GDR, ADR, ADS. (8 classes)

References:

1. Allen, D., *An Introduction to Strategic Financial Management*, CIMA/Kogan Page, London
2. Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, Delhi.
3. Copeland, T., Koller, T. and Murrin, J, *Valuation: Measuring and Managing the value of Companies*, John Wiley, International Edition, New York.
4. Copeland, T. E. and Weston, J. F., *Financial Theory and Corporate Policy*, Addison-Wesley, New York.
5. Hampton, Jone, *Financial Decision Making*, PHI, New Delhi.
6. Kaplan, Robert S., and Cooper, Robin, *Cost & effect: using integrated cost systems to drive profitability and performance*, Harvard Business Press.
7. Grinblatt, Mark and Titman, Sheridan, *Financial Markets and Corporate Strategy*, Tata McGraw Hill.
8. Foster, George, *Financial Statement Analysis*, Pearson Education.
9. Brealey, Richard A. and Myers, Stewart C, *Principles of corporate finance*, Tata McGraw Hill

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Major Specialisation Groups
Specialisation: Marketing Management
Paper Code: M401 Subject: Promotions Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Promotion:** Meaning - Nature and scope - Basic role - Processes and purpose of promotion management. (6 classes)
2. **Promotion Tools:** Sales Promotion - Advertising - Personal Selling - Public Relations. (8 classes)
3. **Promotion Planning:** Budgeting for the Promotional Program - Implementation - Measurement of the organization's external communications with its environment and control. (12 classes)
4. **Communication Process:** Organizing for Advertising and Promotion - Role of Ad Agencies and Marketing Communication Organization. (12 classes)
5. **Buyer Response Issues:** Issues affecting buyer response to source, message, and channels: Psychological – Social - Situational issues. (10 classes)
6. **Media Planning and Strategy:** Evaluation of Broadcast Media - Evaluation of Print Media - The Internet and Interactive Media - Support Media. (8 classes)
7. **Role of Market Research in Promotion Management:** Promotion management in global perspective. (4 classes)

References

1. Chunawalla, S. A., *Advertising Sales and Promotion*, Himalaya Publication
2. Michael A. Belch, Keyoor Purani, George E. Belch, *Advertising And Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill

Major Specialisation Groups
Specialisation: Marketing Management
Paper Code: M402 Subject: Brand Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. What is a Brand - Brand Development: Extension, Rejuvenation, Re-launch - Product Vs Brands - Why brands matter - Can anything be branded? - Factors shaping a brand over its life cycle - Brand challenges and opportunities. (8 classes)
2. Brand Positioning & Brand Building- Brand knowledge - Brand portfolios and market segmentation- Steps of brand building - Identifying and establishing brand positioning, Defining and establishing brand values. (12 classes)
3. Brand Leveraging & Brand Performance - Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement. (12 classes)
4. Designing & Sustaining Branding Strategies - Brand hierarchy, Branding strategy, Brand extension and brand transfer - Managing brand over time. (10 classes)
5. Brand Equity: Concept - Sources – Benefits, Choosing Brand Elements to Build Equity, Brand element choice criteria - Brand element options. (8 classes)
6. Measuring Sources of Brand Equity - Qualitative and Quantitative research techniques - Measuring Outcomes of Brand Equity - Comparative methods - Holistic methods. (6 classes)
7. Brand Equity Measurement System - Brand audits - Brands on the balance sheet - Global brands - Asian brands - Revitalized brands - Challenger brands. (4 classes)

References:

1. Clifton, Rita & Simmons, John, *Brands and Branding*, The Economist, Delhi
2. Keller, Kevin Lane, *Strategic Brand Management*, Pearson Education, New Delhi.
3. Kumar, S. Ramesh, *Marketing and Branding - The Indian Scenario*, Pearson Education, New Delhi.
4. Richard Elliot & Larry percy, *Strategic Brand Management*, ……. Indian Edition.
5. Sengupta Subroto, *Brand Positioning: Strategies for competitive advantage*, Tata McGraw Hill, New Delhi.

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Major Specialisation Groups
Specialisation: Human Resource Management
Paper Code: HR401 Subject: International Human Resource Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to IHRM:** Concept, Definition, Reasons for going global, Approaches to IHRM, - Difference between IHRM and Domestic HRM - Organizational Context of IHRM - Reasons for Emergence of IHRM - Global Issues and Challenges – Cultural Predispositions and Dimensions. (6 classes)
2. **Structural Dynamics:** Structural Evolution – Global and Product division – Strategic framework. (6 classes)
3. **International Staffing:** Nature – Sources – Policies - Recent Trends in International Staffing. (6 classes)
4. **Training and Development:** Training Strategies - Expatriate Training - HCN and TCN Training - Emerging Trends in Training for Competitive Advantage. (12 classes)
5. **Performance Management:** Organizational Strategy and Performance Management - Basis of Performance Management - Performance Management and its Link with other HR Processes - Issues in Managing Performance in the Global Context - Culture and Organizational Performance. (12 classes)
6. **International Compensation:** Objectives – Components - Approaches of Compensation in Global Assignments - Culture and Compensation - Issues in International Compensation. (10 classes)
7. **Industrial Relations at Global Level:** IR Scenario in Global Organisations - Trade Unions at International Level - Unions and International IR. (4 classes)
8. **People Management:** USA – Asia: Japan and China – Europe: British, French, Dutch, German, Spanish and Swedish – African – Indian. (4 classes)

References:

1. Dowling, P. J., *International Dimension of Human Resource Management,* Thomson
2. Subba Rao, P., *International Human Resource Management,* Himalaya
3. Adler, N. J., *International Dimensions of Organizational Behaviour,* Kent
4. Rao, P. L., *Internal Human Resource Management,* Excel
5. Tony Edwards & Chris Rees, *International Human Resource Management,* Pearson

Major Specialisation Groups
Specialisation: Human Resource Management
Paper Code: HR402 Subject: Strategic Human Resource Management
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Conceptual framework of strategic HRM:** Definition, components, evolution, and objectives - Difference between SHRM and traditional human resource management - Strategic HRM: Models, Challenges, Impact - SHRM for competitive advantage. (10 classes)
2. **Implementation of strategic HRM:** Staffing - Training & Development - Performance Management & feedback – Compensation - Employee separation. (10 classes)

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3. **Components of strategic HRM:** Organizational HR strategies - Functional HR strategies - Strategic HRM in action - Improving business performance through strategic HRM. (10 classes)
4. **Strategic Knowledge Management**: Building knowledge management into strategy framework - Knowledge sharing as a core competency - HR dimension to knowledge management - Strategic approach to industrial relations - Outsourcing & its HR implications - Human Side of Mergers and Acquisitions - Three-stage model of M&A. (10 classes)
5. **Global Human Resource Management:** Difference between global HRM & domestic HRM - Strategic HR issues in global assignments – Expatriates selection and repatriation - Building a multicultural organization- multinational organization -Strategic choice - Leadership and strategic issues in international assignment. (10 classes)
6. **Mentor Relationship:** Coaching – Training – Counseling - Perspectives of mentoring - Alternative mentoring models: Outcomes, Barriers to mentoring. (10 classes)

References:

1. Armstrong, Michael & Baron Angela, *Handbook of Strategic HRM,* New Delhi: Jaico Publishing House.
2. Mello, Jeffrey A., *Strategic Human Resource Management*, India: Thomson South Western.
3. Regis, Richard, *Strategic Human Resource Management & Development*, New Delhi: Excel Books.
4. Agarwala, T., *Strategic Human Resource Management*, New Delhi: Oxford University Press.
5. Dhar, Rajib Lochan, *Strategic Human Resource Management*, New Delhi: Excel Books.

Major Specialisation Groups
Specialisation: Operations and Systems Management
Paper Code: OS401 Subject: E-Commerce Programming Languages
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction:** Introduction to Electronic Commerce - Traditional Commerce and Electronic Commerce. (5 classes)
2. **Technology Infrastructure**: The Internet and the World Wide Web - Introduction to the Internet and the World Wide Web - Internet Protocols - Internet Engineering Task Force - IMAP Connection - Markup Languages and the Web - W3C XHTML Version 1.0 Specification - W3C HTML Page - XML Registry - W3C XML Pages - HTML and XML Editors (Microsoft FrontPage, Macromedia Dreamweaver) - Intranets and Extranets. (10 classes)
3. **Marketing Selling and Strategies on the Web**: Web Marketing Strategies - Communicating with Different Market Segments - Beyond Marketing on the Web - Advertising on the Web - Creating and Maintaining Brands on the Web - Revenue Models for Selling on the Web - Digital Content Revenue Models - Targeted Classified Advertising Sites - Fee-For-Transaction Model –E-Trade - Event Tickets - Online Banking and Financial Services - Electronic Data Interchange to Electronic Commerce: Purchasing - Logistics, and Support Activities - Electronic Marketplaces and Portals. (10 classes)
4. **Web Auctions and Virtual Communities:** Auction Overview - Web Auctions and Related Businesses - Auction-Related Services - Virtual Community. (5 classes)
5. **The Environment of Electronic Commerce:** International, Legal, Ethical, and Tax Issues: Language Issues - Trust and Culture - Infrastructure Issues - The Legal Environment of Electronic Commerce. (10 classes)

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6. **Web Server Hardware and Software:** Web Server Basics - Web Site and Internet Utility Programs - Spam Information Sites - Data Analysis Software - Link-Checking Utilities - Web Server Hardware - Web Hosting. (5 classes)
7. **Security Threats and Security System:** Internet Security Issues - Intellectual Property Threats - Threats to the Security of Client Computers & Server Computers - Electronic Commerce Security Objectives - Protecting Electronic Commerce Communication Channels. (10 classes)
8. **Payment Systems for Electronic Commerce:** Online Payment - Payment Cards - Electronic Cash - Taxation and Electronic Commerce. (5 classes)

References:

1. Larry Ullman, *Effortless E-Commerce with PHP and MySQL*, Tata McGraw Hill
2. Janice Reynolds, *The Complete E-Commerce Book: Design, Build & Maintain a Successful Web-based Business*, Taylor & Francis
3. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, *E-Commerce, Fundamentals and Applications*, Wiley.

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Major Specialisation Groups

Specialisation: Operations and Systems Management

Paper Code: OS402 Subject: Information Technology Enabled Services

Full Marks: 100 No. of Classes: 60

Course Contents

1. **Introduction to IT Enabled Services**: Meaning of IT enabled services- Users of IT Enabled services- Technology involved-Deployment issues in establishment of IT Enabled services, Medical, Legal, E-Banking, E-Business. (5 classes)
2. **Environment Scanning and Competitiveness of IT and ITES Industry:** The Global IT and ITES Industry- Overview of India's IT and ITES Industry - IT Services (ITES/BPO Engineering Services, R&D, and Software Products) (10 classes)
3. **Current Employment in the IT and ITES industry:** Newly emerging area and requirement of IT enabled service sector. (5 classes)
4. **Skill Development in the IT Industry:** Value chain in the IT industry - Skills required and skill gaps in the IT Industry – Format and transcribe a variety of law office documents- Knowledge of a variety of legal forms and documents including letters, memos, briefs, pleadings, agendas, transcripts, reports - Delivery Skill requirements and skill gaps specific to Pre-Sales and Business Analysis -Major trends impacting skill requirements for the IT Industry. (10 classes)
5. **ITES in Medical field:** Medical Transcription and Editing - Medical Terminology - Transcribe all forms of medical reports, laboratory, Data, diagnostic assessments, and health records - Medical Records Management: (Understanding Medical Records, Model Report Forms) (15 classes)
6. **IT Law:** An Overview Of Indian IT Law - Introduction to Indian Legal System, Understanding of IT Law - IT Act, 2000 with amendments- Scope, Electronic signature - Offences and punishment under the act. (10 classes)
7. **Industry Oriented Human Resource Requirement:** Outlook of the IT and ITES Industry. (5 classes)

References:

1. Uesugi, Shiro (Ed.), *IT Enabled Services*, Springer
2. Hannes Tschofenig, and Henning Schulzrinne , *IP-Based Emergency Services*. WILEY
3. Nikhil Treebhoohu , *Promoting IT Enabled Services*, Addison-Wesley, 2013
4. Cunnigham, M. J.,, *How to build a Profitable E-Commerce Strategy*, Perseus Publishing.
5. Awad, E. M., *Electronic Commerce: From Vision to Fulfillment*, New Delhi. Prentice Hall of India.

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Minor Specialisation Groups
Specialisation: Retail Management
Paper Code: RM401 Subject: Sectoral Retailing
Full Marks: 100 No. of Classes: 60

Course Contents:

1. **Sectoral Retailing-An Overview:** Organized and unorganized retailing: Difference - Drivers of retail changes in India - Theories of retail development & business models in retail - Retail Sectors: An overview and growth in Indian market – Financial retail - Jewellery retail - Pharmaceutical retail - Travel and tourism retail - Luxury retailing - Petroleum retailing - other contemporary sectors of retail. (20 hours)
2. **Financial Retailing:** Definition - Types - Features - Composition & Size in India - Key players. (10 hours)
3. **Jewellery Retailing:** Definition - Types - Features - Composition & Size in India - Key players - Jewellery vs. Luxury retailing. (10 hours)
4. **Pharma Retailing**: Definition - Types - Features - Composition & Size in India - Key players - Health and Medical tourism - Various other forms of pharmaceutical retailing. (10 hours)
5. **Travel and Tourism:** Culture & Heritage - Eco-tourism - Sport & Adventure tourism - Wildlife tourism - Rural &Village tourism - Beach & Coastal tourism - Shopping destination – WTTC, ITDC - Barrier and types of travelers. (10 hours)

References:

1. Pradhan, Swapna, *Retailing Management: Text and Cases*, McGraw Hill, New Delhi
2. Bajaj, Chetan; Tuli, Rajnish and Srivastava, Nidhiv, *Retail Management*, Oxford University Press, New Delhi
3. Vedamani, Gibson G., *Retail Management: Functional Principles and Practices*, Jaico Publishing House, Mumbai
4. Sinha, Piyush Kumar and Uniyal, Dwarika Prasad, *Managing Retail*, Oxford University Press, New Delhi
5. Levy, Michael; Weitz, Barton A. and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi

Minor Specialisation Groups
Specialisation: Logistics and Supply Chain Management
Paper Code: LS401 Subject: E-Logistics
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Role and Importance of IT in Logistics, Transportation and Supply Chain Management:** IT solutions for Supply Chain Management - Supply Chain Information Technology in Practice - IT as an enabler/driver of SCM. (5 hours)
2. **Overview of E – Commerce:** Internet- Intranet- Extranet- Definition- Goals of E- Commerce- Difference between E-Commerce and E- Business- Models of E- Commerce- Limitations and Advantages of E-Commerce- Entrepreneurial Opportunities and Boom. (8 hours)
3. **E-Banking and its importance in E-Logistics:** Transactions: Inter Banking - Intra Banking - Electronic Payments - (Payment - Gateway Example) - Securities in E-banking (SSL - Digital Signatures – Examples) - Services Provided: ATM - Smart Card - ECS (Electronic Clearing System) - NEFT AND RTGS. (8 hours)

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4. **E- Security**: Hazards of E-Transactions – Firewalls - Electronic Market / e- shop - Introduction to security - Types of Securities - Security Tools - Network Security. (5 hours)
5. **IT and Project Management**: E-learning – Models - Video Conferencing - Building Online Community - Virtual Office and Management. (8 hours)
6. **Core Issues in E – Logistics**: Logistics & Supplier Chain Management - Warehousing Management - Transportation/Distribution Management. (10 hours)
7. **Enterprise Resource Planning (ERP)**: Introduction - What is ERP - Need - Advantages - Growth - ERP Vendors. (6 hours)
8. **ERP and Related Technologies and Implementation**: Business Process Reengineering (BPR) - Management Information System (MIS) - Decision Support Systems (DSS) - Basics of Implementation. (10 hours)

References:

1. Laudon, K. C., & Laudon, J. P., *Management Information Systems: Managing the Digital Firm*, Upper Saddle River, NJ: Pearson/Prentice Hall.
2. Leon, A., *Enterprise Resource Planning*, New Delhi: Tata McGraw-Hill.

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Minor Specialisation Groups
Specialisation: Media Management
Paper Code: MD401 Subject: Media Laws & Ethics
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Constitution of India:** Salient features - Fundamental Rights and Directive Principles - Constitutional Provisions for the freedom of speech and expression – Article 19(1)(a), Reasonable restrictions – Article 19 (2), Article 352-360. (10 hours)
2. **Constitutional Provisions:** Constitutional Provisions for the freedom of speech and expression – Article 19(1)(a); Reasonable restrictions – Article 19 (2), Article 352-360. (5 hours)
3. **Press Law:** Media Ethics & Professional Morality - Code of Ethics & Guidelines for the Press - The McBride Commission - NANAP and NWICO - Freedom of the press in India - Press during Emergency. (5 hours)
4. **Copyright Act:** Defamation, Copyright Act 1957 - Parliamentary Proceedings (Protection of Publication) Act 1956 - Law of Obscenity - Official Secrets Act 1923 - Contempt of Court Act 1971 - Press and Registration of Books Act 1867 - Right to Information Act. (10 hours)
5. **Broadcast Laws:** Broadcasting Code - Video piracy – Censorship - Cyber laws - Ethical aspects of Journalism and mass media - The Press Council Act and the Press Council of India – TRAI - Broadcasting Bill and the BRAI - Indian Broadcasting Federation - Lokpal Bill and Lokayukta. (10 hours)
6. **Press Act:** The Press (Objectionable matters) Act – Defamation - Libel & Slander - Contempt of Court – Copyright - Intellectual Properties Act. (5 hours)
7. **Media Act:** The Press (Objectionable matters) Act – Defamation - Libel & Slander - Contempt of Court – Copyright -, Intellectual Properties Act - Press & Registration of Books Act - Delivery of Books & Newspapers Act. (5 hours)

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8. **Cyberspace Act:** Internet & Cyberspace in the present age - Evolution & History of Cyber Crime - Various Cyber Crimes - Cyber Laws & Information Technology Act. (10 hours)

References:

1. AlvinDay, Louis, *Ethics in media communications*, US, Wadsworth Publication.
2. Basu, Durga Das, *Law of the Press*, Prentice-Hall of India Pvt. Ltd.
3. Bhatia, Sita, *Freedom of Press*, Jaipur, Rawat Publications.
4. Joseph, M. K., *Freedom of the Press*, New Delhi, Anmol publications.
5. Ravindran, R. K., *Handbook of Press Laws & Ethics*, Delhi, Anmol Publications.
6. Y. K., D. Souza, *Principles and Ethics of Journalism and Mass Communication*, New Delhi, Commonwealth Publishers.

Minor Specialisation Groups

Specialisation: Pharma Management

Paper Code: PM401 Subject: Pharmacology and Drug Regulatory Affairs

Full Marks: 100 No. of Classes: 60

Course Contents

1. **General Pharmacology:** Introduction to Pharmacology - Sources of drugs, dosage forms and routes of administration - mechanism of action - Combined effect of drugs - Factors modifying drug action - tolerance and dependence - Pharmacokinetics: Absorption, Distribution, Metabolism and Excretion of drugs - Drug Addition & Drug abuse - New drug development. (8 hours)
2. **Pharmacology of drugs acting on Central Nervous System and Pharmacology of drugs acting on Cardiovascular System:** Neurohumoral transmission in the C.N.S - General Anaesthetics and Local Anaesthetics - Sedatives, Hypnotics - Anti-epileptics drugs - Analgesics, Antipyretics, Anti-inflammatory and Anti-gout drugs - Narcotic analgesics and antagonists - Psychopharmacological agents – Antipsychotics (Neuroleptic drugs), Antidepressants, Psychomimetics - Anti-parkinsonian drugs - Digitalis and cardiac glycosides, Antihypertensive drugs, Antianginal and vasodilator drugs, Antiarrhythmic drugs. (15 hours)
3. **Drugs Acting on the Haemopoetic System**: Haematinics–Anticoagulants - Fibrinolytic and Anti-platelet drugs - Vitamin K and haemostatic agents. (4 hours)
4. **Drugs Acting on the Respiratory System and Drugs Acting on the Gastrointestinal Tract**: Anti-asthmatic drugs including bronchodilators - Anti-tussives and Expectorants - Respiratory stimulant - Antacids, Anti-Secretory and Anti-ulcer drugs - Laxatives and Anti-diarrhoel drugs - Emetics and anti-emetics. (8 hours)
5. **Chemotherapy:** General principles of Chemotherapy - Sulfonamides and cotrimoxazole, Quinolones - Antibiotics-Pencillins, Cephalosporins,Tetracyclines, Amino glycoside, Chloramphenicol, Erythromycin and Miscellaneous Antibiotics - Chemotherapy of tuberculosis – leprosy- fungal diseases - viral diseases. (8 hours)
6. **New Drug approval process**: National drug regulatory requirements; national drug policy - Drugs and Cosmetics Act and its amendments - Overview of schedule - Details of schedule M &Y. (6 hours)
7. **Regulatory Agencies:** Requirements of cGMP with specific reference of USFDA (21 CFRpart 210 and 211) - European Medicines Agency (EMEA) guidelines - Overview of GMP guidelines with specific reference of WHO, MHRA, TGA and ANVISA guidelines. (6 hours)

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8. **Property Rights**: Types of IP-Patent, Copyrights, Industrial design and Trademark - Importance, Application, processing of patent - Indian patent act and post 1995 amendments - WTO, TRIPS. (5 hours)

References:

1. Tripathy, K. D., *Essentials of Medical Pharmacology*, JAYPEE
2. Satoshkar&Bhandarkar, *Pharmacology &Parmacotherapeutics*, Popular Publication
3. Katzung, B.G., *Basic & Clinical Pharmacology*, Lange
4. Sethi, S. D., *Text book of Pharmacology*, Elsevier
5. Douglas J. Pisano, David Mantees, *FDA Regulatory: A guide for prescription drugs, Medical Devices, & Biologics.* CRC Press.

Common Papers

Paper Code: 404 Subject: Strategic Management
Full Marks: 100 No. of Classe: 60

Course Contents

1. **Introduction:** Strategic Management: Concept, evolution, definition, characteristics, and objectives - Strategic decision-making - Levels at which strategy operates - Strategic Business Unit (SBU) - Defining strategic intent: Vision, Mission, Goals and Objectives. (8 classes)
2. **Environmental and Internal Analysis: E**nvironmental analysis and diagnosis: concept and necessity - Environmental Threat and Opportunity Profile (ETOP) - Internal analysis and diagnosis: concept and necessity - Strategic Advantage Profile (SAP) - SWOT analysis. (10 classes)
3. **Corporate Level Strategies:** Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring - Concept of Synergy. (7 classes)
4. **Strategic Analysis:** Portfolio analysis and display matrices - Operating and financial analysis: Financial Analysis of SBUs (Preferably based on case studies), Cost dynamics. (10 classes)
5. **Strategy Implementation:** Project and procedural implementation – Leadership implementation - Resource allocation – Structural implementation and Functional implementation – Behavioural implementation. (15 classes)
6. **Strategy Evaluation and Control:** Strategic Control - Operational Control - Types of Strategic control - Different techniques for control. (10 classes)

References:

1. Kazmi, Azhar, *Business Policy and Strategic Management*, Tata McGraw -Hill
2. Glueck, William F., *Strategic Management and Business Policy*, Tata McGraw -Hill
3. Porter, Michael, *Strategic Management*, Prentice Hall of India
4. Budhiraja, S. B., & Atheya, *Cases in Strategic Management*, Excel Books
5. Hunger, David J. and Wheelen, Thomas I., *Strategic Management*, Addison-West International Edition
6. Cherunilam, F., *Strategic Management*, Himalaya Publishing House, Mumbai
7. Ansoff, H. I., *Implementing Strategic Management*, Prentice Hall International Edition
8. Das, Ranjan, *Crafting the Strategy*, TMH, New Delhi

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Common Papers

Paper Code: 405 Subject: Entrepreneurial & Corporate Skill Development

Full Marks: 100 No. of Classe: 60

Course Contents

1. **Nature, Importance and Opportunities of Entrepreneurship:** Definition - Entrepreneurs vs. Inventors - The Entrepreneurial Process - Types of Start-ups - Managerial versus Entrepreneurial Decision Making - Role Models and Support Systems - Entrepreneurial Intentions within Existing Organizations - Establishing Corporate Entrepreneurship in the Organization - International vs. Domestic Entrepreneurship - Culture, Economic System and Development. (7 classes)
2. **Creativity, The Business Idea, and opportunity Analysis:** Methods of Generating Ideas - Creative Problem Solving – Innovation - Opportunity Recognition - Opportunity Analysis Plan - Intellectual Property - Business Method Patents – Start-Up without Patent. (6 classes)
3. **Total Business Plan:** Creating and Starting the Venture: What is Business Plan, Information Needs, Financial Information Needs, Writing the Business Plan, Operations Plan, Understanding the Marketing Plan: Characteristics, Marketing Mix, and Steps in preparation. (6 classes)
4. **The Financial Plan:** Operating and Capital Budgets - Break even analysis - Debt or Equity Financing - Private Placement - Bootstrap Financing - Financing the Business - Informal Risk – Capital Market - Venture Capital - Valuing Your Company. (6 classes)
5. **Entrepreneurial Strategy:** Generation of a new entry opportunity - Entry Strategy for New Entry Exploitation - Risk Reduction Strategies for New Entry Exploitation - Penetration strategies - Market Development Strategies - Product development Strategies - Diversification Strategies - Economic Implication of Growth. (6 classes)
6. **Going Global:** Motivation to go global - Strategic Issues - Joint Ventures – Acquisitions – Mergers – Bankruptcy - Strategy during reorganization - Exit Strategy. (6 classes)
7. **Corporate Skill:** Scope – Requirement - Corporate Growth Vs. Individual Growth - Rational Skill - Personality Development – Grooming - Individual Competence - Initiative and Achievement - Interviewing Skill in normal situation and Stressful situation - GD Skill - Corporate Etiquette – Dress – Behaviour - Attitude towards internal & external people. (8 classes)
8. **Management Impediments & Skill Requirement:** Business skill - Functional skill – Planning, execution and control - Technical Skill - Human skill: Objective & Subjective - Conceptual Skill: Existing, Innovative and interactive. (7 classes)
9. **Communication Skill:** Integrated Communication - Language Communication - Level 1 (The Structure), Level 2 (The Cultural Inputs), Level 3 (Effective Motivational Inputs), Body Language, Written & Verbal and other moods of Communication. (8 classes)

References:

1. Hisrich, R. D., Peters, M. P., Shepherd, Dean A., *Entrepreneurship*, McGraw Hill
2. Bateman, T. S., Snell, S. A., *Management*, Tata McGraw Hill
3. Daft, R. L., *Principles of Management,* Cengage Learning
4. Stoner, J. A. F., Freeman, R. E., Gilbert, D. R. (Jr.), *Management*, Pearson Prentice Hall
5. Christensen, L. T., Morsing, M., Cheney, G., *Corporate Communication*, Sage.

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Common Papers

Paper Code: 406 Subject: Managerial Skill Development (Practical) and Industrial Visit (50:50)

Full Marks: 100 No. of Classe: 60

Course Contents

First Half
(Practical: 50 marks)
(Subject: Managerial Skill Development)

1. **Management and Personal Development:** Definition, Assessment of Managerial effectiveness, Self-Assessment - Tools & Application, Planning for Personal Development aimed at managerial effectiveness. (6 classes)
2. **Managing Stress**: Causes, Process, Prevention, Converting stress into challenge. (6 classes)
3. **Communication Skill and Negotiation Skill:** Mock Interview: Meaning, Technique and procedure, Inter-Personal, Corporate Deal, Employee Engagement, Collective Bargaining. (6 classes)
4. **Leadership Skill:** Command & Control, Council of Equals, Democratic Leader, Leader – Team Synchronization, Leadership Ethos, Mother Leadership. (6 classes)
5. **Career Management and Coaching Skill:** Review your current career situation and develop strategies and skills for moving forward. Cognitive skills needed to manage current and very topical organisational issues – diversity and ethics, considers the coaching skills used by managers in diagnosing problems and issues, and facilitating change. (6 classes)

References:

1. Boston Consulting Group 2007, '2020 Vision, the manager of the 21st century', Innovation and Business Skills Australia.
2. Chattopadhyay, P., George, E. & Lawrence, S., 2002, 'Why does dissimilarity matter? Contrasting self-categorization with similarity-attraction', paper presented at the 2002 Academy of Management Meeting, Denver, CO.
3. Farey, P., 1993, 'Mapping the leader/manager', Management education and development, vol. 24, pp. 09–121.
4. Kolb, D. A., 1984, Experiential learning: experience as the source of learning and development, PrenticeHall, EnglewoodCliffs, NewJersey.
5. Loehr, J. & Schwartz, T., 2001, 'The making of a corporate athlete', Harvard Business Review
6. Locke, E. A. & Latham, G. P., 1990, A theory of goal setting and task performance, PrenticeHall, EnglewoodCliffs, NewJersey
7. Yukl, G. A., 1998, Leadership in organizations, Prentice Hall International.

Second Half
(50 marks)
(Subject: Industrial Visit)

Note: 'Industrial Visit/s' (1 or 2 visits for a total duration of 4 days) will be arranged by the Department. **Necessary fund is to be sanctioned by the University authority as per rules; additional cost, if any, is to be borne by the students. Students have to submit individual reports after the visit/s.** There shall be **Internal Evaluation (on 50 marks)** of the reports**.**

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Common Papers

Paper Code: 407 Subject: Dissertation (equivalent to One Paper)

Full Marks: 100

It is a common Compulsory Paper for all Specialiasation Groups. Every student has to prepare a Dissertation Report under the supervision of any member of the faculty. The Dissertation Reports will be externally evaluated.

Common Papers

Paper Code: 408 Subject: Grand Viva (equivalent to One Paper)

Full Marks: 100

It is a common Compulsory Paper for all Specialiasation Groups. Grand Viva will be conducted by a Board of Examiners to be decided by the Board of Studies. Board of Examiners will consist of all the internal teachers and three external teachers chosen from different specialization areas.

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