VIDYASAGAR UNIVERSITY

MIDNAPORE-721102, WEST BENGAL, INDIA

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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus effective from 2014-15

MBA SYLLABUS
Under CBCS
Papers of 100 marks each

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

201 Marketing Management
202 Human Resource Management
203 Production and Operations Management
204 Financial Management and Fundamentals of Marketing & Selling (CBCS)
205 Operations Research
206 Research Methodology
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: Marketing Management
Full Marks: 100 No. of Classes: 60

Course Contents:

1. Marketing: Definition & Functions - Core concepts - Concept of Marketing Myopia - Holistic Marketing Orientation & Customer Value. (5 classes)

2**. Strategic Marketing Planning:** Micro and macro environment of marketing -Elements of Marketing Plan - Buyer Behavior - Factors influencing buyer decision making process - Organizational Buying-Process. (7 classes)

4. Market segmentation: Definition –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. (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.

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Vidyasagar University
MBA::SECOND SEMESTER
(Effective from 2014-15)
Paper Code: 202
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 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

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Vidyasagar University
MBA::SECOND SEMESTER
(Effective from 2014-15)
Paper Code: 203
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, 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

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Vidyasagar University
MBA::SECOND SEMESTER
(Effective from 2014-15)
Paper Code: 204
Subject: Financial Management and Fundamentals of Marketing & Selling
Full Marks: 100 No. of Classes: 80 Classes

Financial Management

Full Marks: 50 No. of Classes: 40

Course Contents

1. **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)
2. **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)
3. **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)
4. **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
5. Bhalla, V. K., *Financial Management and Policy*, Anmol Publication, New Delhi

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Fundamentals of Marketing & Selling
(Under CBCS)

Full Marks: 50 **No. of Classes: 40**

Introduction to Marketing: Concept, scope and importance of marketing; Marketing mix;

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Buyer behavior; Consumer decision making process.
Sales Management and Organisation : Objectives and sales management - sales management and control - sales organisation - it's purpose - types of sales organisation .
Sales Operations: Sales budget - sales territories - sales Quata's - control of sales - showroom and exhibitions.
Salesmanship: Sales manager- Qualities and functions - types of salesman - prospecting - pre-approach & approach - selling sequence.
Sales force Management: Recruitment & selection, formulation & conduction of sales training programme.

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.

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

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Vidyasagar University
MBA::SECOND SEMESTER
(Effective from 2014-15)
Paper Code: 206
Subject: Research Methodology
Full Marks: 100 No. of Classes: 60

Course Contents

1. **Basic Concepts in Research Methodology:** Meaning, Objectives, and Types of Research Methods and Methodology - Requirements of a good research. Classification and Design of research -Exploratory Research, Descriptive Research, and Causal Research. (10 classes)

2. **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. (10 classes)
3. **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. **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. (12 classes)
6. **Testing of Hypotheses-: Parametric and Non- 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 - 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. (16 classes)
7. **Report Writing and Presentation:** Steps in Report Writing - Layout and Types of Report Presentation. (4 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

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Vidyasagar University
MBA::SECOND SEMESTER
(Effective from 2014-15)
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 (Under CBCS)

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 Fundamentals of HRM and Environmental Management (CBCS paper)

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.

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

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

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Vidyasagar University
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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 SecuritiesMeaning - 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*, 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

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Vidyasagar University
MBA :: THIRD SEMESTER
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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.

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Vidyasagar University
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(Effective from 2014-15)
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 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.

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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)
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.

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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)
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

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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)
6. **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.

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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)

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*

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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)
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*

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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

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(Effective from 2014-15)
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)
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 Approach - 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*

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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)
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.

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Vidyasagar University

MBA :: THIRD SEMESTER

(Effective from 2014-15)

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

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(Effective from 2014-15)
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)
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*

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MBA :: THIRD SEMESTER
(Effective from 2014-15)
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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MBA :: THIRD SEMESTER
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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.

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MBA :: THIRD SEMESTER
(Effective from 2014-15)
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)
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.

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Vidyasagar University
MBA :: THIRD SEMESTER
(Effective from 2014-15)
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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Vidyasagar University
MBA :: THIRD SEMESTER
(Effective from 2014-15)
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, immunosuppression. (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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(Effective from 2014-15)
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

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Vidyasagar University
MBA :: THIRD SEMESTER
(Effective from 2014-15)
Common Paper
Paper Code: 307
Subject: Fundamentals of Human Resource Management and Environmental Management
Full Marks: 100 No. of Classes: 80

Fundamentals of Human Resource Management

(Under CBCS)

Full Marks : 50 No. of Classes-40

Course Contents:

1. **Introduction**: Concept of Human Resource Management- meaning – objectives- functional areas of human resource manager.
2. **Recruitment:** Concept of Recruitment- meaning – importance - various sources of recruitment
3. **Selection**: Concept – meaning – significance – process - limitations
4. **Training & Development**: Concept of training –types - effectiveness of training and development
5. **Performance Appraisal**: Concept- meaning- importance- process- limitations of Performance appraisal.

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

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Environmental Management

Full Marks : 50 No. of Classes-40

Course Contents

1. **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)
2. **Environmental Economics:** Principal and applications of energy costing and pricing, energy audits, energy management, Energy conservation. (6 classes)
3. **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)
4. **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

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