

**WEST BENGAL STATE UNIVERSITY**

**Department of Management & Marketing**

**Detailed Course Structure for Master of Business Administration (MBA)**

**Semester-I**

**Seven Compulsory Papers (Core Courses) of 100 marks & 4/6 Credits each (Total of 700 Marks & 30 Credits)**

Semester	Paper	Paper Code	Marks (100)		Credits
			End term	Internal	
Semester- I	Management Principles & Applications	MBAPCOR01T	70	30	4
	Economics for Managers	MBAPCOR02T	70	30	4
	Business Communication	MBAPCOR03T	70	30	4
	Business Environment, Legislation & Ethics	MBAPCOR04T	70	30	4
	Accounting for Managers	MBAPCOR05T	70	30	4
	Statistics for Business Decisions	MBAPCOR06T	70	30	4
	MIS & Computer Applications in Business Management (Theory & Practical)	MBAPCOR01M	70	30	6
<b>Total</b>			<b>700</b>	<b>30</b>	

## Semester-II

**Seven Compulsory Papers (Core Courses) of 100 marks & 4/6 Credits each (Total of 700 Marks & 30 Credits)**

Semester	Paper	Paper Code	Marks(100)		Credits
			End term	Internal	
<b>Semester- II</b>	Financial Management	MBAPCOR07T	70	30	4
	Marketing Management	MBAPCOR08T	70	30	4
	Human Resource Management	MBAPCOR09T	70	30	4
	Operations Management	MBAPCOR10T	70	30	4
	Management Science	MBAPCOR11T	70	30	4
	Business Research Methods (Theory & Practical)	MBAPCOR02M	70	30	6
	Organization Behaviour	MBAPCOR12T	70	30	4
<b>Total</b>			<b>700</b>		<b>30</b>

**\*Students are required to undergo an Internship for 8 weeks after the end of the 2<sup>nd</sup> semester**

### Semester-III

**Five Elective Papers (Three from Major Elective & Two from Minor Elective) and Two Compulsory papers of 100 marks & 4 /6 Credits each  
(Total 700 Marks & 30 Credits)**

Semester	Paper	Paper Code	Marks (100)		Credits
			End term	Internal	
Semester- III	Corporate Taxation/  Integrated Marketing Communication And Brand Management/  Human Resource Planning & Analytics/  Decision Models And Optimization	MBAPELFM1T/  MBAPELMM1T/  MBAPELHR1T/  MBAPELSO1T	70	30	4
	/				
	Financial markets and services  Marketing research/  Human resource development  Programming Logic And Languages (C/Python)	MBAPELFM2T/  MBAPELMM2T/  MBAPELHR2T/  MBAPELSO2T	70	30	4
	Investment management/  Consumer behaviour & industrial buying behaviour  Compensation management and social security/  Total Quality Management (TQM	MBAPELFM3T/  MBAPELMM3T/  MBAPELHR3T/  MBAPELSO3T	70	30	4
	Business Analytics for Managers (Theory & Practical)	MBAPCOR03M	70	30	6
	Internship Project* and Viva Voce	MBAPCOR04M	50	50	4
<b>Total</b>			<b>700</b>	<b>30</b>	

## Semester-IV

**Five Elective Papers (Three from Major Elective & Two from Minor Elective) and Two Compulsory papers of 100 marks & 4/6 Credits each**

**(Total 700 Marks & 30 Credits)**

Semester	Paper	Paper Code	Marks(100)		Credits
			End term	Internal	
<b>Semester-IV</b>	Financial Engineering	MBAPELFM4T/	70	30	4
	Sales And Distribution Management Strategic Human Resource Management	MBAPELMM4T/			
		MBAPELHR4T/			
	Systems Analysis and Design (SSAD)	MBAPELSO4T			
	Strategic Financial Management	MBAPELFM5T/	70	30	4
	Service Marketing And Retail Management	MBAPELMM5T			
	Performance Management And Talent Development	MBAPELHR5T			
Networking Fundamentals & Numerical Techniques	MBAPELSO5T				
Management Control System	MBAPELFM6T/	70	30	4	
Digital Marketing	MBAPELMM6T				
Industrial Relations And Labour Legislation	MBAPELHR6T/				
DBMS and RDBMS	MBAPELSO6T				
Strategic and Innovation Management	MBAPCOR13T	70	30	4	
Final Project Report & Project Viva-Voce	MBAPCOR05M	Project Report 50	Project Viva-Voce 50	6	
<b>Total</b>			<b>700</b>		<b>30</b>

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## **SPECIALIZATIONS OFFERED**

### **LIST OF SPECIALISATION PAPERS**

▪ **Specialization: Finance**

1. Corporate Taxation (3<sup>rd</sup> Semester Major for Finance Specialization)
2. Financial Markets and Services (3<sup>rd</sup> Semester Minor for other specializations but Major for Finance Specialization)
3. Investment Management (3<sup>rd</sup> Semester Minor for other specializations but Major for Finance Specialization)
4. Financial Engineering (4th Semester Major for Finance Specialization)
5. Strategic Financial Management (4th Semester Minor for other specializations but Major for Finance Specialization)
6. Management Control System (4th Semester Minor for other specializations but Major for Finance Specialization)

▪ **Specialization: Marketing Management**

1. Integrated Marketing Communication and Brand Management (3rd Semester Major for Marketing Specialization)
2. Marketing Research (3rd Semester Minor for other specializations but Major for Marketing Specialization)
3. Consumer behaviour and Industrial buying behaviour (3rd Semester Minor for other specializations but Major for Marketing Specialization)
4. Sales and Distribution Management (4th Semester Major for Marketing Specialization)
5. Services Marketing and Retail Management (4th Semester Minor for other specializations but Major for Marketing Specialization)
6. Digital Marketing (4th Semester Minor for other specializations but Major for Marketing Specialization)

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- **Specialization: Human Resource Management**
    1. Human Resource Planning and HR Analytics (3<sup>rd</sup> Semester Major for HR Specialization)
    2. Human Resource Development (3<sup>rd</sup> Semester Minor for other specialization but Major for HR Specialization)
    3. Compensation Management and Social Security (3<sup>rd</sup> Semester Minor for other specialization but Major for HR Specialization)
    4. Strategic Human Resource Management (4th Semester Major for HR Specialization)
    5. Performance Management and Talent Development (4th Semester Minor for other specialization but Major for HR Specialization)
    6. Industrial Relation and Labour Legislation (4<sup>rd</sup> Semester Minor for other specialization but Major for HR Specialization)
  
  - **Specialization: Systems and Operations Management**
    1. Decision Models and Optimization (3<sup>rd</sup> Semester Major for Systems and Operations Specialization)
    2. Programming Logic and Languages (C/C++/Python) (3<sup>rd</sup> Semester Minor for other Specializations but Major for Systems and Operations Specialization)
    3. Total Quality Management (3rd Semester Minor for other specializations but Major for Systems and Operations Specialization)
    4. Systems Analysis and Design (4th Semester Major for Systems and Operations Specialization)
    5. Networking Fundamentals & Numerical Techniques (4th Semester Minor for other specialization but Major for Systems and Operations)
    6. DBMS and RDBMS (4th Semester Minor for other specialization but Major for Systems and Operations )

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**Detailed Syllabus for MBA**  
**1<sup>st</sup> Semester**

**WEST BENGAL STATE UNIVERSITY**  
**Department of Management & Marketing**

**Management Principles & Applications (MBAPCOR01T)**

**Unit 1.** Introduction: Concept, nature, and importance of management; Functions of Management, Managerial functions at different organizational levels. Managerial skills and levels of management; Goals, Productivity, Effectiveness, and Efficiency. Mintzberg's Managerial roles approach; Management process or Operational approach. Development of management thought; Classical and neo-classical and modern approaches. Fayol's Management Theory. (10 L)

**Unit 2.** Planning: Types of Plans- Missions, Objectives, Strategies, Policies, Procedures, Rules, Programs & Budgets, Hierarchy of Objectives, MBO, Verifiable & Non-verifiable objectives, Quantitative & Qualitative objectives. Nature and purpose of strategies and policies, Strategic intent, TOWS Matrix, Blue Ocean Strategy. (10 L)

**Unit 3.** Decision Making: Rationality in decision making. Marginal analysis, Cost-effectiveness analysis, selecting an alternative, programmed and non-programmed decisions. Decision-making under certainty, uncertainty, and risk. (10 L)

**Unit 4.** Organizing: Structure & Process of organizing, principles, Organizational levels & span of management, patterns of departmentalization, delegation and decentralization of authority, line, staff, and functional authority, empowerment, coordination- types and techniques. (10 L)

**Unit 5.** Controlling: Control process, planning-control linkage, types of control, Effective control system; Techniques of control. Business Analytics, Benchmarking, Feed forward vs. Feedback. (10 L)

**Unit 6.** Leading & Communication: Leadership- definition, ingredients, principles of leadership, traits, leadership styles. Managerial grid. Motivation: Concept and theories. Communication:

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purpose & process, Written, oral & non-verbal communication. Barriers in communication, formal and informal communication. **(10 L)**

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich: Essentials of Management; Tata McGraw Hill
2. Tripathy, P.C, Reddy P. N: Principles of Management; Tata McGraw Hill
3. Stephen P. Robbins and Mary Coulter: Management; Pearson
4. Gene Burton and Manab Thakur: Management Today; Tata McGraw Hill
5. Parag Diwan: Management Principles and Practices; Excel Books
6. Omvir Chaudhry and Prakash Singh: Principles of Management; New Age International Publishers

**Economics for Managers (MBAPCOR02T)**

**Unit 1.** Choice as an Economic problem; Concept of decision making; Decision-making under different conditions; Theory of demand; demand function; elasticity of demand; cardinal utility theory; Indifference curve theory; the consumer surplus; Demand and Price: Managerial Challenge-Some applications; Derivation of Market Demand; Determinants of Demand; Overview of Demand Forecasting; Numerical problems related to management. **(10 L)**

**Unit 2.** Production and Firm; Production Function and its importance in Managerial Decision-making; Factor Productivities; Laws of Production; Choice of Best Combination of Inputs; Derivation of Cost functions from production functions; Importance of Cost in Managerial-decisions; Different cost concepts and classifications; Short-run and long-run cost; Different cost relationships; Economies of Scale and Scope; Different methods of estimating cost functions; Numerical problems related to management. **(10 L)**

**Unit 3.** Market structure; Equilibrium of the firm; Perfect Competition: Characteristics, Short-run and long-run equilibrium; Monopoly: Equilibrium of a monopoly firm, Monopoly power; Price discrimination; Monopolistic competition- equilibrium of the firm; Concept of oligopoly; The Implications of Perfect Competition and Monopoly for Managerial Decision-Making; Numerical problems related to management. **(10 L)**

**Unit 4.** Economic Goals of the firm-profit maximization; Managerial Theories of Firm: Behavioural Model of Cyert and March Baumol's Sales Maximization Model, Williamson's Model of Managerial Discretion. **(10 L)**

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**Unit 5.** Macro-Economic Aggregates and Concepts- GNP and GDP; Concepts and Measurement of National Income; Determination of National Income; Aggregate Consumption; Consumption Function. **(10 L)**

**Unit 6.** Inflation-Causes and Remedies; Business Cycles-concepts, phases, and characteristics of each phase; Business decision making; inflation and business cycle; fiscal and monetary policy. **(10 L)**

**Suggested Readings:**

1. Samuelson and Nordhaus: Economics; Tata McGraw Hill
2. Koutsoyiannis, A: Modern Microeconomics; Macmillan Publishers
3. Henderson & Quandt: Microeconomic Theory; McGraw Hill
4. Salvatore, D: Microeconomics Theory and Applications; Oxford
5. Keat and Young: Managerial Economics; Pearson Education
6. Dornbusch and Fischer: Macroeconomics; McGraw Hill
7. Baumol, W.J: Economic Theory and Operations Analysis; Prentice Hall
8. Chopra, O.P: Managerial Economics; Tata McGraw Hill
9. Paul, K and Young, P: Managerial Economics; Prentice Hall
10. Dornbusch R, Stanley Fisher and Richard Startz: Macroeconomics; Tata McGraw Hill
11. Dwivedi D. N: Macroeconomics Theory and Policy; Tata McGraw Hill
12. Jhingan, M.L: Macroeconomic Theory; Vrinda Publishers

**Business Communication (MBAPCOR03T)**

**Unit 1.** Introduction to Business Communication: Communication Skills in Business Management; Types of Business Communication; Media and Tools of Communication; Verbal and Non-Verbal Communication; Barriers and Gateways to Communication. **(8 L)**

**Unit 2.** Practicum in Business Communication I (Language Laboratory): Listening Skills- Pronunciations, AV Clips; Role Plays; Extempore, Picture Descriptions, Storytelling; Group Discussions; Telephonic and Video Interviews. **(15 L)**

**Unit 3.** Written Communication Skills Job Applications: Preparing a professional CV/Resume and Cover Letter; Internal Communication: Memos, Agenda and Minutes, Notices, Circulars; Writing Business Letters: Formats, Styles Types – Request, Enquiry, Complaint, Adjustment, Sales; Handling Business Information: Annual Reports, Press Reports, Press Releases; Business Reports: Report Planning, Types of Reports, developing an Outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing. **(10 L)**

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**Unit 4.** Recruitment and Employment: Correspondence Drafting the Employment Notice; An Offer of Employment; Letter of Acceptance; Letter of Resignation and Promotion; Testimonials and References. **(6 L)**

**Unit 5.** Practicum in Business Communication II: Self-Introduction; Group Discussions in Meetings, Seminars, and Conferences; Art of facing interviews in: Selection or Placement, Appraisal, Disciplinary committees and Exit interviews; PowerPoint Presentations; Types of Managerial Speeches: Occasional Speech, Thematic Speech. **(15 L)**

**Unit 6.** Business Etiquette: Soft Skills; Professional Conduct in a Business Setting; Workplace Hierarchy and Communications; Use of Courteous Phrases and Language in the Workplace; Professional Image: Appropriate Business Attire. **(6 L)**

**Suggested Readings:**

1. Prem P. Bhalla: Business English A Complete Guide for All Business and Professional Communications; UBS Publishers
2. Madhukar: Business Communications; Vikas Publishing House
3. Senguin J: Business Communication; Allied Publishers
4. Ronald B. Adler, George Rodman: Understanding Human Communication; Oxford University Press
5. Lesikar & Flatley: Basic Business Communication – Skills for Empowering the Internet Generation; Tata McGraw – Hill
6. Murphy, Hilderbrandt, Thomas: Effective Business Communication; Tata McGraw Hill
7. Bovee, Thill & Chaturvedi: Business Communication Today; Pearson
8. Meenakshi Raman & Prakash Singh: Business Communication; Oxford University Press

**Business Environment, Legislation & Ethics (MBAPCOR04T)**

**Unit 1.** Business Environment: Concept of business environment; elements of business environment; impact of business environment; environmental analysis: brief idea. **(4 L)**

**Unit 2.** Business laws: (a) Laws of Contract (The Indian Contract Act, 1872): Concept of contract; offer and acceptance; essential elements of a valid contract; void agreements; classification of contracts; performance of a contract; discharge of contract; remedies for breach of contract. (b) The Sale of Goods Act, 1930: Nature of contract of sale; agreement to sell; conditions and warranties; transfer of property in goods; unpaid seller and his rights (c) The Negotiable Instruments Act, 1881: Concept, features and types of negotiable instruments; methods of negotiation of instruments; crossing of a cheque; dishonour and discharge of negotiable instruments (d) The Consumer

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Protection Act, 2019: Basic concepts, objectives of the act; rights of a consumer; consumer forums: elementary concepts (e) Information Technology Act, 2002: Basic concepts; limitations; data privacy and security issues; cyber security measures and policies. **(18 L)**

**Unit 3.** The Companies Act, 2013: An overview; nature and kinds of companies; formation of a company: steps and documents; company management: concept and types of director, appointment and duties; company meetings: concept and types of meetings. **(8 L)**

**Unit 4.** Managers and Business Ethics: Ethics- meaning, definitions and scope; managerial decision making: application of moral and ethical reasoning; whistleblowing; ethical issues and application of ethical standards to business disciplines: finance, marketing, human resource and information & systems management. **(10 L)**

**Unit 5.** Managers and Corporate Governance: Corporation as a moral person; concept of corporate governance; nature of corporate governance; features of corporate governance; objectives of corporate governance; corporate governance models; reasons for corporate governance failure; consequences of bad corporate governance; legal framework of corporate governance. **(10 L)**

**Unit 6.** Managers and Corporate Social Responsibility (CSR): Concept of CSR; Arguments for and against CSR; Issues in CSR; Principles of CSR; Legislations and CSR in India; CSR implementation processes; CSR Accounting and Audit; CSR as a Business Strategy. **(10 L)**

**Suggested Readings:**

1. N.D. Kapoor: Elements of Mercantile Law; Sultan Chand
2. Kumar Ravindra: Legal Aspects of Business; Cengage
3. Tulsian & Tulsian: Business Laws; S. Chand
4. Daniel Albuquerque: Business Ethics Principles and Practices; Oxford University Press
5. A C Fernando, K P Muralidheeran & E K Satheesh: Business Ethics- An Indian Perspective; Pearson
6. Satheesh Kumar: Corporate Governance; Oxford University Press
7. William B. Werther, Jr. & David Chandler: Strategic Corporate Social Responsibility- Stakeholders in Global Environment; Sage Publications

**Accounting for Managers (MBAPCOR05T)**

**Unit 1.** Branches of Accounting- Concept, Importance, and Scope; Business entities; Transactions Accounting- Concepts and conventions; Generally Accepted Accounting Principles; Concept of Accounting Standards. **(8 L)**

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**Unit 2.** Accounting Cycle, Preparation of Financial Statements: Balance Sheet, Income Statement, Inventory Valuation, Accounting for depreciation. **(12 L)**

**Unit 3.** Corporate Financial Reporting Statement (Including statement of cash flows) **(10 L)**

**Unit 4.** Financial Statement Analysis-Ratio Analysis; DuPont Analysis; Common size Analysis; Trend Analysis. **(10 L)**

**Unit 5.** Cost concept; Cost classification including relevant cost and preparation of cost sheet; Accounting and Control of material, labour, and overhead cost. **(8 L)**

**Unit 6.** Marginal Costing; Cost-Volume-Profit Analysis; Marginal Costing and short-term decision making. **(12 L)**

**Suggested Readings:**

1. Vashist and Saxena: Cost Accounting- Text & Cases, Sultan Chand
2. Banerjee, Bhabotosh: Cost Accounting; World Press
3. Kishore, Ravi M: Cost and Management Accounting; Taxman Publishers
4. Bhattacharya, Asish K: Essential of Financial Accounting; PHI Learning
5. Bhattacharya, Asish K: Principle and Practice of Cost Accounting; PHI Learning
6. Rustagi, RP: Management Accounting; Taxman Publishers
7. Narayanaswamy: Financial Accounting: A Managerial Perspective; PHI Learning
8. Bhattacharya, Ashish: Financial Accounting For Business Managers; PHI
9. Maheshwari, S.N: Advanced Accountancy (Vol-II); Vikas Publishing House
10. Horngren, Datar, Foster: Cost Accounting – A Managerial Emphasis; PHI and Pearson Education
11. Bhattacharyya, S. K. and Dearden, John: Accounting for Management- Text and Cases; Vikas Publishing House
12. Balwani, Nitin: Accounting and Finance for Managers; Excel Books
13. Mukherjee and Hanif: Financial Accounting; Tata McGraw Hill
14. Jawaharlal: Cost Accounting; Tata McGraw Hill
15. Maheshwari and Maheshwari: An Introduction to Accountancy; Vikas Publishing House

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## **Statistics for Business Decisions (MBAPCOR06T)**

**Unit 1.** Descriptive Statistics: Scope and Business-application of Statistics; some basic terminologies of Statistics: variable, discrete & continuous variable, data or observation; Frequency distribution: simple frequency distribution & grouped frequency distribution; Charts & Diagrams; Measure of Central Tendency: Mean, Median & Mode; Measure of Dispersion: Variance, Standard Deviation (S.D), Coefficient of Variance (C.V), Range, Quartile deviation, Mean deviation; Moments: Central Moments & Raw Moments, Skewness, Kurtosis, Platykurtic, Leptokurtic, Mesokurtic; Problems related to applications in Business and Management. **(10 L)**

**Unit 2.** Curve Fitting, Correlation & Regression: Statistical curve fitting using Principle of ordinary least square; Normal equations; Bivariate data; Scatter diagram; Correlation; Different types of correlation; Rank Correlation; Regression lines; Regression equations; Regression Coefficients; Properties of Regression lines & Coefficients; Problems related to applications in Business and Management. **(10 L)**

**Unit 3.** Probability Theory: Basic terminologies; Classical definition of Probability & its limitations; Axiomatic definition of Probability; Theorems on Probability; Total Probability Theorem or Addition rule for two and more than two events; Boole's inequality; Conditional Probability; Multiplication Rule; Independent & Dependent events; Bayes Theorem; Business related problems. **(10 L)**

**Unit 4.** Probability Distributions: Concepts of Random variable; Mathematical Expectation; Discrete Probability Distribution; Probability Mass Function (PMF); Binomial distribution; Poisson distribution; Expectation; variance; Continuous Probability Distribution; Probability Density Function (PDF); Normal distribution; four basic distributions derived from Normal Distribution; Exponential distribution and their Expectation and variance; Business related problems. **(10 L)**

**Unit 5.** Sampling & Basics of Estimation: Population & Sample; Sampling; Types of sampling: probabilistic & non-probabilistic; Concepts of Sampling Distribution; Parameter; Statistic; Sample Mean; Sample Variance; Sample proportion; Standard Error (S.E); Central Limit Theorem; Theory of Estimation; Criteria of a good estimator; Point estimation & Interval estimation. **(8 L)**

**Unit 6.** Testing of Hypothesis: Concepts of Hypothesis; Level of Significance; Region of Acceptance & Critical Region; One-tailed & Two-tailed tests; Type I & Type II errors; Power of Hypothesis test; Parametric tests: Z, T, F; Test of mean; correlation coefficient & variance; Non-Parametric tests: Chi-square, Run test, Sign test, Wilcoxon test, Kruskal-Wallis test, Mann-Whitney test; Problems related to applications in Business and Management. **(12 L)**

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**Suggested Readings:**

1. Levin Richard I and Rubin David S: Statistics for Management; Prentice Hall
2. Goon, Gupta, and Dasgupta: Fundamentals of Statistics, Vol. I & II; World Press
3. Weiss: Introductory Statistics; Pearson Education
4. Gupta and Kapoor: Fundamentals of Mathematical Statistics; Sultan Chand
5. Gupta S.P. and Gupta M. P: Business Statistics; Sultan Chand

**MIS & Computer Applications in Business Management (MBAPCOR01M)**  
**(Theory & Practical)**

**Unit 1.** System specifications: Concept of Data; Information System; Types of System and Components; Types of software; Types of applications; need of applications; Distributed Operating system and its usages; SDLC; Concept of Pseudo code; Algorithm and flow chart. **(8 L)**

**Unit 2.** E-commerce / E-business: Overview; Definitions; Pros & Cons of E-Commerce; E-commerce business models include those based on transaction party (B2B, B2C, B2G, C2B, C2C, and E-Government) and those based on revenue models; E-commerce business implementation also includes both online and offline marketing. **(7 L)**

**Unit 3.** ERP, CRM, SCM, TPS, BSS, OAS, MIS, DSS: Enterprise resource planning (ERP) concepts; architecture; generic modules; applications; and the XRP concept (extended ERP) characteristics of commercial software such as SAP and Oracle Apps; MIS- basic concept, need or role and application of MIS; Concepts, features, and applications of CRM (Customer Relationship Management); Sales force automation; SCM (Supply Chain Management), Case studies for ERP, CRM, and SCM. **(10 L)**

**Unit 4:** Data Communication, Networking, and its Hazards: Networking requirements; data transmission system components; network topology; and the terms Internet, Intranet, Extranet, and WWW are discussed; Network architecture and protocols.

Threats to Computer Systems and Control Measures. **(10 L)**

**Unit 5.** Database Management Systems (DBMS): Traditional architecture; 3-tier architecture; logical and physical independence; Data Storage hierarchy and data models; Relational model; Codd's rule; Relational algebra; DBMS definition and it's needs; Types of Users of DBMS; Model of DBMS; Entity-Relationship (ER) model. **(10 L)**

**Unit 6.** MS Office Applications: MS Access: Tables and Queries, Forms, Relationship; MS PowerPoint: Introduction-Toolbar, their Icons, and Commands- Navigating in PowerPoint- Creating of Slides; MS Excel: Graphs and Charts-Calculation of various financial functions, Performing

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Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Min Media Mode, Reference Operators, Functions: Typing a Function, creating a Column Chart: Changing the Size, other DBMS and fundamentals of programming (45 L)

**Suggested Readings:**

1. Ivan Bayross: SQL & PL/SQL, BPB ISRD- Introduction to Database Management Systems; Tata McGraw Hill
2. Forouzan: Data Communication & Networking; TMH
3. Tanenbaum: Computer Networks; Pearson Education
4. Waman S Jawadekar: Management Information Systems – Text and Cases; McGraw Hill
5. Laudon, K.C. & Laudon, J.P: Management Information Systems; Pearson Education
6. Sinha, P.K. and Sinha, P: Computer fundamentals and Application; BPB Publication
7. Mahadeo Jaiswal & Monica Mittal: Management Information Systems; OUP
8. Sadagopan: ERP- A Managerial Perspective; Tata McGraw Hill
9. Korth, Sudarshan: Database Management; McGraw-Hill
10. Murdick, Ross, Claggett: Information System for Modern Management; PHI

**Detail Syllabus for MBA**  
**2<sup>nd</sup> Semester**

**WEST BENGAL STATE UNIVERSITY**  
**Department of Management & Marketing**

**Financial Management (MBAPCOR07T)**

**Unit 1. Aims and Objectives of Financial Management:** Meaning and scope of financial management, Role of financial Manager in a firm. Objectives of a firm-profit maximisation or wealth maximisation. Concept of time value of money-future value and present value. (10 L)

**Unit 2. Sources of finance and cost of capital:** Financial planning. Sources of finance- short term and long term. Cost of raising different sources of finance- specific cost and weighted average cost of capital. Concept of leverage and measurement of leverages. (10 L)

**Unit 3. Capital Structure Decisions:** Capital Structure and value of the firm –Different theories, Optimum Capital Structure. EBIT-EPS analysis. (10 L)

**Unit 4. Management of Working Capital:** Concepts and significance of working capital. Concept of operating cycle-determination of working capital requirements – management of cash, receivables and inventory. (10 L)

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**Unit 5. Capital Budgeting Decisions:** Long term investment decisions- methods of capital budgeting, capital rationing. (10 L)

**Unit 6. Internal Financing and Dividend Policy:** Issues in dividend decisions. Dividend and Valuation-different theories- Bonus Shares. (10 L)

**Suggested Readings:**

1. Pandey, I.M: Financial Management; Vikash Publishing House.
2. Brealey, Richard A. and Myers Stewart C: Principles of Corporate Finance; McGraw Hill.
3. Hampton, John: Financial Decision Making; Prentice Hall Inc.
4. Van Horne, James C: Financial Management and policy; Prentice Hall of India.
5. Banerjee, B: Financial Policy and Management Accounting; PHI.

**Marketing Management (MBAPCOR08T)**

**Unit 1. Introduction:** Concept: Needs, Wants, Demand, Product, Market, Exchange, Transactions. Nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix- 4P's and 4A's of marketing; Marketing management tasks; Marketing strategies and plans; Strategic Business Unit (SBU). Marketing innovation; Customer value, satisfaction and loyalty; retaining customers. (8L)

**Unit 2.** Marketing environment- macro and micro components and their impact on marketing decisions; Concepts of market segmentation; Targeting and Positioning; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies. (7L)

**Unit 3. Consumer Behaviour:** Overview of major factors influencing consumer behaviour; A framework of consumer decision making process; Types of Buying Behaviour; **Sales management:** Designing the Sales Force, Sales Force Objectives and Strategy, Sales Force Compensation. (7 L)

**Unit 4. Product:** Concept and classification of products; Product and Service differentiation; Major product decisions; Product line and product mix; Branding: Concepts and Role of Brands; Packaging and labelling; Product Lifecycle -strategic implications; New product development and consumer adoption process; Role of Brands; **Pricing:** Pricing policies and strategies; Consumer Psychology and Pricing; Pricing Methods; Price Discounts and Allowances; Promotional Pricing. (15L)

**Unit 5. Marketing Channels:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling; Promotion:

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Communication objective; Marketing Communications Mix- Advertising, personal selling, sales promotion, publicity and public relations; Communication process Models: AIDA; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion tools and techniques; Integrated Marketing Communication (IMC). (15L)

**Unit 6. Developments in Marketing:** Marketing of services; International marketing; Rural Marketing; Green marketing; Digital marketing; Customer Relationship Management (CRM); Social, ethical and legal aspects of marketing. (8L)

**Suggested Readings:**

1. Kotler, Philip and Keller, Kevin Lane: Marketing Management; Prentice Hall.
2. Kotler, Philip and Gary Armstrong: Principles of Marketing; Prentice Hall.
3. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control; Prentice Hall.
4. Majumdar, Ramanuj: Product Management in India; Prentice Hall.
5. Mc Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing-Managerial Approach; Richard D. Irwin.
6. Ramaswamy, V.S, and Namakumari, S: Marketing Management; McMillan India.
7. Srinivasan, R: Case Studies in Marketing-The Indian Context, Prentice Hall.
8. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co.
9. Still, Richard R, Edward W, Cundiff and Norman A.P. Govoni: Sales Management- Decisions, Strategies and Cases; Prentice Hall.

**Human Resource Management (MBAPCOR09T)**

**Unit 1.** Introduction to Human Resource Management (HRM): Meaning, Nature, Scope & Philosophy of HRM, Need & Objectives of HRM, Evolution of HRM, Functions of HRM, Structure of HR Department, HR Responsibilities, Environmental Factors of HRM, Challenges to HRM; Strategic HRM (SHRM): Meaning, Importance, Process, Strategic vs. Traditional HRM, Barriers to SHRM; International HRM (IHRM) - Concept, Approaches, Features. Job Analysis: Concept & Methods of Job Analysis, Job Description, Job Specification, Job Design, Job Rotation, Job Enlargement, Job Enrichment. (10L)

**Unit 2.** Human Resource Planning (HRP) & Recruitment and Selection: Concept of HRP, Objectives, Need and Importance of HRP, Factors affecting HRP, HRP at National and Corporate Level, Process of HRP, Demand and Supply Forecasting, Factors and Methods, Downsizing. Recruitment and Selection: Definition and Concept of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Methods and Techniques of Recruitment, Selection, Selection Process,

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Person-Job Fit, Person-Organization Fit, Various types of Tests, Interview: Methods and Process, Skills and Errors, Placement, Induction. **(10 L)**

**Unit 3.** Training and Development: Need, Importance and Objectives, Distinction between Training and Development, Principles of Learning, Training and Development Process and Methods, Training Need Analysis and Techniques, Design, Implementation and Evaluation of Training Programs, Developing Effective Training Programs, Induction Training, Executive Development. Career Planning & Development: Concept, Definition, Stages, Career Anchors, Career Development, Career Management, Benefits of Career Planning to Individual as well as Organization, Assessment Centers, Internal Mobility, Promotions and Transfers, Succession Planning. **(10 L)**

**Unit 4.** Performance Appraisal and Compensation Management: Concept, Need, Objectives and Importance of Performance Appraisal, Process and Methods of Performance Appraisal (Traditional & Modern Methods), Appraisal Interview, Appraisers: Manager / Supervisor, Self, Subordinate, Peer, Team and Customer, Pitfalls in Performance Appraisal, Potential Appraisal, Performance Management. Job Evaluation: Importance, Process and Methods of Job Evaluation. Compensation Management: Meaning & Objectives, Components, Compensation Management Process, Factors Determining Pay Rates, Types of Wages (Minimum Wage, Fair Wage, Living Wage), Elements of a Good Wage Plan, Incentives, Bonus, ESOPs, Fringe Benefits, Retirement Benefits. **(10 L)**

**Unit 5.** Industrial Relations: Meaning & Importance, Parties, Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Workers' Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities, Employee Health, Safety & Welfare, Social Security, Discipline Management: Misconduct, Disciplinary action, Domestic Enquiry, Dismissal and Discharge of an Employee, Grievance Handling, Definition, Causes/Sources, Grievance Redressal Machinery, Model Grievance Procedure. **(10 L)**

**Unit 6.** Emerging Trends in HRM: Human Resource Information System (HRIS), Steps of HRIS Implementation, Personnel Records, Human Resource Accounting, Audit & Research, Stress Management, Quality of Work Life (QWL)-Concept, Strategies for Improving QWL, e-HRM, Nature of e-HRM, e-Recruitment & Selection, e-Performance Management, e-Learning, Competency Mapping, Talent Management, Case Studies in HRM. **(10 L)**

**Suggested Readings:**

1. Gary Dessler & Biju Varrkey: Human Resource Management; Pearson.
2. V.S.P. Rao: Human Resource Management; Excel Books.
3. P. Subba Rao: Essentials of Human Resource Management and Industrial Relations;

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Himalaya Publishing House.

4. K. Aswathappa: Human Resources and Personnel Management-Text and Cases; Tata McGraw-Hill.
5. K. Aswathappa & Sadhna Dash: International Human Resource Management; Tata McGraw-Hill.
6. T. Agarwala: Strategic Human Resource Management; Oxford University Press.

### **Operations Management (MBAPCOR10T)**

**Unit 1.** Nature and scope of production and operations management. Operating system Structures, Product design, Process design, operations decisions – production planning and control – in mass production / in batch / job order manufacturing. **(10 L)**

**Unit 2.** Facility location; Location Models, Factors affecting Location, Facility Layout; Types of manufacturing systems & layouts; layout planning and analysis; material handling – principles –equipment, line balancing –problems. **(10 L)**

**Unit 3.** Capacity planning- models, Process planning, aggregate planning, Scheduling, Maintenance management concepts. An overview of material management, material requirement planning, purchase management, budgeting; stores management. **(10 L)**

**Unit 4.** Work study, Method study, Work measurement, Work sampling, Work environment, industrial safety. **(10 L)**

**Unit 5.** Inventory control- Basic terminologies, EOQ, EPQ and their graphical representations, Inventory models: Deterministic & Probabilistic; JIT; Reliability management; an overview of logistics and supply chain management. **(10 L)**

**Unit 6.** Statistical quality control; quality assurance-acceptance sampling, statistical process control, total quality management, ISO -9000, Quality and reliability, maintenance management, safety management. **(10 L)**

#### **Suggested Readings:**

1. Adam, E.E & Ebert, RJ: Production and Operations Management; Prentice Hall of India.
2. Amrine Harold, T: Manufacturing Organization and Management; Englewood Cliffs, Prentice Hall Inc.
3. Buffa, E.S: Modern production Management; John Wiley.
4. Chary, S.N: Production and Operations Management; Tata McGraw Hill.

5. Dobler, Donald W and Lamar Lee: Purchasing and Materials Management; McGraw Hill.
6. Dilwoth, James B: Operations Management-Design, Planning and Control for Manufacturing & Services; McGraw Hill.
7. K. Aswathappa: Production and Operations Management; Himalaya Publishing House.
8. P. Gopalkrishnan: Purchasing and Materials Management; Tata McGraw Hill.
9. Ray Wild: Operations Management; Thomson.

## Management Science

Code: MBAPCOR11T

### Course Contents

**Unit I: Linear Programming 1:** Introduction to LPP, Formulation of LPP, Graphical Solution of LPP, Basic solutions, Basic & Non-Basic Variables, Basic Feasible Solutions (B.F.S), Degenerate & Non-Degenerate B.F.S, Convex Set. (10L)

**Unit II: Linear Programming 2:** Simplex Methods including Big-M and Two-phase methods, problems with unrestricted variables, Concepts of Primal and Dual, Duality, Sensitivity Analysis. (10L)

**Unit III: Some special types of LPP:** Transportation Problems- Mathematical Form, Methods for Finding Initial basic Feasible Solution, Test for Optimality, Optimum solution, Assignment Problems- Mathematical Form, Solution of Assignment Problem – Hungarian Method. Travelling Salesman Problems. (10L)

**Unit IV: Theory of Games & Markov Chain:** Zero Sum Game, Pure and Mixed Strategies, Saddle Point, Dominance Property, Graphical Method, Matrix Method, Markov Process, Transition Probabilities, Transition Matrix, Brand Switching Analysis, Prediction of Market Share in future periods, Market Share at equilibrium, Steady State. (10L)

**Unit V: Queuing Theory:** Queuing System, Poison Distribution, Exponential Distribution, General form of Queuing Model (Kendall's Notations), Different types of Queuing Model, Birth-Death model, Traffic Intensity, Axioms for Q-system, Steady State Equation. (10L)

**Unit VI: Network Analysis:** Definition of Network, Basic terminologies, CPM, PERT, Distinguish between CPM & PERT, Shortest Route Algorithms: Dijkstra's & Floyd's algorithms, Maximal Flow Algorithm: Ford Fulkerson's Algorithms. (10L)

### Suggested Readings:

1. Budnik, Frank S. Dennis Meleavey, Richard Mojena, Principles of Operations Research, 2nd ed., Richard Irwin, Illinois, All India Traveller Bookseller, New Delhi, 1995
2. Gupta ,Manmohan,Desai,*Operations Research*,Prentice Hall of India,New Delhi
3. Wagner, Harvey M. Principles of Operations Research, Prentice Hall of India, New Delhi, 2005.
4. Taha, H. A., Operations Research – An Introduction, New York, McMillan, 1989.
5. Swarup, K., Gupta, P.K., Mohan, M., Operations Research, Sultan Chand & Sons, New Delhi.
6. 5. Sharma, J.K., Operations Research : Theory and Applications, , McMillian India Ltd., New Delhi, 1997.

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7. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw-Hill Ltd., New Delhi.

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8. Kapoor, V.K., Quantitative Tools & Techniques, Tata McGraw Hills Pvt.
  9. Mathur. K and Solow, D. *Management Science*. Englewood Cliffs, Prentice Hall Inc., New Jersey
  10. Narang. A S. *Linear Programming and Decision Making*, Sultan Chand, New Delhi

### **Business Research Methods (MBAPCOR02M)**

**Unit 1. Nature and scope of research methodology;** Meaning, objectives and importance of research. Process of research. Qualitative and quantitative research approaches, Research Design – exploratory, descriptive and experimental research designs, Steps to research design, Criteria for a Good Research design. **(6 L)**

**Unit 2. Scaling Techniques and Methods of data collection:** Measurement and Scaling Techniques- nominal, ordinal, interval, ratio. Methods of collecting Primary Data and Secondary Data, attitude measurement techniques; motivational research techniques; administration of surveys. **(8 L)**

**Unit 3. An overview of Sampling Theory:** Introduction, Basic Principles, Sampling Plan, Important Sampling Distributions, Central Limit Theorem, Standard Error, Sample Design, Sampling Techniques, Types of Sampling Schemes, Sample size determination. **(8L)**

**Unit 4. Collecting, Processing and Analysis of Data** – Design of questionnaire, preparing data for analysis, Tabulation of Data, Reliability and Validity of data, Testing of hypothesis- Power of a Test, Level of significance, Parametric and nonparametric tests. **(8 L)**

**Unit 5. Techniques for data analysis** –Correlation & Simple Linear Regression; Multiple linear Regression Analysis- Heteroscedasticity, Autocorrelation and Multicollinearity; Linear Probability Model; Logit Model. **(15 L)**

**Unit 6. Practical:** Preparing data for analysis, Examining the nature of data using appropriate software, Parametric and Non-parametric test using appropriate software, Correlation & Regression Analysis, Linear Probability Model, Logit Model using statistical software. **(45L)**

#### **Suggested Readings:**

1. Andrews, F.M. and Withey, S.B: *Social Indicators of Well Being*; Plenum Press.
2. Bennet, R: *Management Research*; ILO, Geneva.
3. Fowler, Floyd J. Jr: *Survey Methods*; Sage Publication.
4. Fox, J.A. and P.E. Tracy: *Randomized Response-A Methods of Sensitive Surveys*, Sage Publication.
5. Gupta, S.P: *Statistical Methods*; Sultan Chand.
6. Golden, Biddle, Koren and Karen D. Locke: *Composing Qualitative Research*; Sage Publication.

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## **Organization Behaviour (MBAPCOR12T)**

**Unit 1. Introduction to Organizational Behaviour (OB):** Definition and Nature of OB, Foundations of OB, Contributing Disciplines, Importance of OB, Application of OB in Industry, Limitations of OB, Globalization and OB, Cross-Cultural issues in OB, Models of OB. **Understanding Human Behaviour:** Nature of Human Beings, Uniqueness of Human Beings, Influence of Internal and External Factors on Human Behavior, Process of Behaviour, Individual Behaviour Models. **Personality:** Determinants of Personality, Personality Theories, Five factor Model, Factors affecting Personality Development, The Self-Concept, Personality Determinants: Heredity, Environment, Situation, Other Personality Attributes: Locus of Control, Machiavellianism, Self-Esteem, Self-Monitoring, Risk Taking, Type A & B. **(8L)**

**Unit 2. Perception:** Meaning, Definition, Process and Principles of Perception, Nature and Importance, Factors Influencing Perception, Perceptual Distortions, Perceptual Selectivity, Social Perception, Fundamentals of Decision making. **Attitudes:** Definition, Nature, Characteristics and Dimensions of Attitudes, Components of Attitude, Attitude Formation, Types of Attitudes: Job Satisfaction, Job Involvement and Organizational Commitment, Functions of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Change, Attitude Surveys. **Learning:** Meaning, Definition, Significance of Learning, Theoretical Process of Learning, Learning Theories, Behavioristic Theories, Cognitive theories, Social Learning, Organizational Learning, Principles of Learning, Meaning of Reinforcement, Classical Conditioning, Operant Conditioning, Behaviour Modification (OB Mod), Steps in the OB Mod Process, Benefits of OB Mod. **(12L)**

**Unit 3. Foundations of Group Behaviour:** Characteristics of Group, Types of Groups, Formal & Informal Groups, Stages of Group Development: The Five Stage Model, The Punctuated Equilibrium Model, Group Structure: Formal leadership, Roles, Norms, Status, Size, Composition, Group Tasks, Group Processes, Group Decision-Making, Group Behaviour: Group Cohesiveness, Norming, Thinking, Risk Shift, Social Loafing, Teams: Definition, Benefits, Difference between Groups and Teams, Types of Teams: Problem Solving, Self-Managed, Cross-Functional, Team Effectiveness, Essentials for building Effective Teams, Teams in Modern Workplace, Quality Circles, Group Decision-Making, **Motivation:** Primary, General and Secondary Motives, Definition, Meaning and Concept of Motivation, Classification of Motives, Theories of Motivation, Content, Process and Contemporary Theories of Motivation, Motivation and Productivity. **(12L)**

**Unit 4. Leadership:** Definition, Nature and Importance, Leadership Skills, Leadership Theories, Leadership Styles, Determinants of Effective Leadership in Organizations, Level-5 Leadership, Difference between a Leader and a Manager, Recent Developments in Leadership Theory, **Emotional Intelligence:** Definition, Dimensions, Developing Emotional Competence, Affective Events Theory, Social Awareness, Emotional Intelligence and Leadership Effectiveness. **(8L)**

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**Unit 5. Organizational Conflict:** Definition, Sources, Patterns, Levels and Types of Conflict, Factors influencing Conflict, Causes and Outcomes of Conflict, Traditional and Modern Approaches to Conflict, Functional and Dysfunctional Conflicts, Process of Conflict: Definition & Stages, Johari Window, Conflict Resolution, Bargaining Strategies, Negotiation, Steps in the Negotiation Process, **Power & Politics:** Definition and Meaning of Power, Distinction between Power, Authority and Influence, Bases of Power: Coercive Power, Reward Power, Legitimate Power, Expert Power, Referent Power, Contingency Approaches to Power, Nature of Politics, Political Behavior in Organizations, Factors relating to Political Behaviour, Ethics of Power and Politics, **Organization Culture:** Concept & Definition, Characteristics of Organizational Culture, Levels of Organizational Culture, Changing Organizational Culture, Culture as a Liability, Dimensions of Organizational Culture, Types of Organizational Culture, Functions of Culture. (12L)

**Unit 6. Organizational Change & Organizational Development:** Forces for Change, First-Order & Second-Order Change, The Change Process, Resistance to Change, Individual & Organizational Resistance, Overcoming Resistance to Change, Approaches to Managing Organizational Change, Managing Planned Change, Technology and Change, Lewin's Model, Organizational Development (OD): Definitions and Concepts of OD, History of OD, Laboratory Training, Survey Feedback, Action Research, Tavistock Socio-technical and Socio-clinical Approach, Nature of OD, Foundations of OD, The OD Process, Client-Consultant Relationship. (8L)

**Suggested Readings:**

1. Stephen P. Robbins, Timothy A. Judge & Seema Sanghi: Organizational Behaviour; Pearson-Prentice Hall.
2. Fred Luthans: Organizational Behaviour; Tata McGraw Hill.
3. J.W. Newstrom & K. Devis: Organizational Behaviour; McGraw Hill.
4. K. Aswathappa: Organizational Behaviour; Himalaya Publishing House.
5. V. S. P. Rao: Organizational Behaviour; Excel Books.
6. R. S. Dwivedi: Human Relations and Organizational Behavior; McMillan India.

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**MBA SYLLABUS**

**SEMESTER - III**

**SPECIALIZATION: SYSTEMS & OPERATIONS**

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**DECISION MODELS AND OPTIMIZATION**  
**Paper Code: MBAPELS01T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit 1 - Applications of Decision Theory and Simulation:** Basic terminologies of Decision theory, Decision under Uncertainty, Decision under Risk, Decision Tree Analysis. Basic terminologies related to Simulation, Classification, Properties of Simulation, Steps in Simulation, Generation of Random Numbers, Monte-Carlo Simulation, and Simulation of different Systems. [10 L]

**Unit 2 - Goal Programing and advanced Inventory control problems:** Definition, Concepts of GPP, Formulation of Linear GPP, General form of GPP, Methods for solution of a GPP: Graphical Method, Simplex Method. EOQ problem with price breaks, Probabilistic Inventory problems. [10 L]

**Unit 3 - Dynamic Programing:** Introduction, Basic Terminologies, Bellman's Principle of Optimality, Characteristics of DPP, Application of DPP, Discrete & Continuous DPP, Solution of a LPP using DPP. [12 L]

**Unit 4 - Non-Linear Programing:** Introduction, Some practical examples of Non-Linearities, Formulation of Non-Linear Programming Problems, General Non-Linear Programming Problem, Lagrangean Method, Khun-Tucker Conditions. [10 L]

**Unit 5 - Information Theory:** Concepts, Measure of Information, Axiomatic approach of Information, Information Characterization Theory, Entropy, Entropy Characterization Theory, The Communication System, Memory less Channels, Binary Symmetric Channel (BSC), The Channel Matrix, Probability Relations in a Channel, Noiseless Channels. [8 L]

**Unit 6 - Replacement Model:** Definition of Replacement, Individual & Group replacement, Failure mechanism of items: Gradual failure (Replacement of items that deteriorate with time without change in money value, Replacement of items that deteriorate with time with change in money value) & Sudden Failure. Staff Replacement. [10 L]

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### **Suggested Readings:**

1. Budnik, Frank S. Dennis Meleavey, Richard Mojena, Principles of Operations Research, 2nd ed., Richard Irwin, Illinois, All India Traveller Bookseller, New Delhi, 1995.
2. Gupta, Manmohan, Desai, Operations Research, Prentice Hall of India, New Delhi.
3. Wagner, Harvey M. Principles of Operations Research, Prentice Hall of India, New Delhi, 2005.
4. Taha, H. A., Operations Research – An Introduction, New York, McMillan, 1989.
5. Swarup, K., Gupta, P.K., Mohan, M., Operations Research, Sultan Chand & Sons, New Delhi.
6. Sharma, J.K., Operations Research: Theory and Applications, McMillian India Ltd., New Delhi, 1997.
7. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw-Hill Ltd., New Delhi.
8. Kapoor, V.K., Quantitative Tools & Techniques, Tata McGraw Hills Pvt.
9. Mathur. K and Solow, D. Management Science. Englewood Cliffs, Prentice Hall Inc., New Jersey
10. Narang. A S. Linear Programming and Decision Making, Sultan Chand, New Delhi.

**Master of Business Administration (M.B.A)**  
**Semester- III**  
**PROGRAMMING LOGIC AND LANGUAGES (C/PYTHON)**

**Paper Code: MBAPELS02T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**‘C’**

**Unit 1 - Overview of C:** Importance of C, sample programs, executing a ‘C’ program, constants, variables and data types, operators and expressions, managing input and output operations. **[6 LH]**

**Unit 2 - Decision Making & Branching, Looping, Arrays:** If statement, if – else statement, switch statement, go- to statement, while statement, do statement, for statement; Arrays – one dimensional, two dimensional, multi-dimensional arrays, character arrays and string. **[12 LH]**

**Unit 3 - Functions, Structure & Unions, Pointers:** Definition of functions, return values & their types, function calls, function declaration, argument & return values, nesting of functions, passing arrays of function, passing strings to functions, structure & unions, pointers. **[12 LH]**

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## **‘Python’**

**Unit 4** - Pseudo code, Flow chart, Algorithm and its types, variable, identifier, Data types, operators, different types of operators, precedence table and associativity, Basic construction of Program. Discussion of case studies. **[8 LH]**

**Unit 5** - Conditional statements: if else, Nested if else, Switch, break and continue. Iterative statement: while, for do-while. Ternary operator. Different types of Examples of program. **[10 LH]**

**Unit 6** - Array and its features. List, Set, tuple, dictionary, and their features. **[12 LH]**

### **Suggested Readings for ‘C’:**

1. Balagurusamy, E, *Programming in ANSI ‘C’*, Tata McGraw Hill Publishing Company Ltd, New Delhi.
2. Rajaraman, V, *Computer Programming in ‘C’*, Prentice Hall of India, New Delhi.
3. Kanitkar, *Let us C*, BPB Publications, New Delhi.
4. Rajaraman, V., *Computer Oriented Numerical Method*, PHI, New Delhi.

### **Suggested Readings for ‘Python’:**

5. N.S. Gill, *Handbook of Computer Fundamentals*, Khanna Publishing House.
6. Dr. Jeeva Jose-Taming Python by Programming, Khanna Publishing.
7. Martin C. Brown – *The Complete Reference Python*, Mc Graw Hill.
8. A. Martelli, A. Ravenscroft, S. Holden, *Python in a Nutshell*, OREILLY.

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**TOTAL QUALITY MANAGEMENT (TQM)**

**Paper Code: MBAPELS03T**

**Marks: 100 (End Sem: 70+ Internal 30)**

**Total credit: 4 (60 LH)**

**UNIT 1** - Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop.[**8 LH**]

**UNIT 2** - Quality Costs; Taguchi Loss Function; Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions, Q-7 tools, Views of Quality Gurus. [**10 LH**]

**UNIT 3** - Reliability Engineering, Definition of Reliability, Systems Reliability management, Measuring Reliability, Bath tub curve, Hazard function, Functional Linkage of Quality with Reliability and Maintainability. [**12 LH**]

**UNIT 4** - Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Total Productive Maintenance (TPM), Tools and techniques of TQM. [**10 LH**]

**UNIT 5** - Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies. [**10 LH**]

**UNIT 6** - Quality Audits; Lead Assessment and ISO- Standards; Marketing Aspects of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma, JIT. [**10 LH**]

**Suggested Readings:**

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
2. Grant, Eugene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W G. and Coombas, C. P. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill, 1994.
6. Schmidt, Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. World Class Performance through TQ, London, Chapman & Hall.

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**SEMESTER - III**

**SPECIALIZATION: FINANCIAL MANAGEMENT**

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**CORPORATE TAXATION**  
**Paper Code: MBAPELFM1T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit 1 - Basic Concepts:** Assessment Year- Previous Year-Person- assessee- Income- Heads of Income-Gross Total income- Total Income. - Exemption and Deduction.

Definitions of Indian Company - Domestic Company, Foreign Company, Widely Held Company, Closely Held Company. Residential status of a company **(8 LH)**

**Unit 2 - Taxation of Companies:** Computation of income under different heads (Excluding salaries and income from house property). Deductions available Company- Carry Forward and Set off of Losses, Provisions relating to MAT, computation of tax liability. **(12 LH)**

**Unit 3 - Tax Planning in Respect of Corporate Level Decisions:** Tax planning with reference to location, nature of business, and forms of organization. Tax Planning relating to corporate restructuring. **(10 LH)**

**Unit 4 - Tax Consideration in Respect of Specific Managerial Decisions:** Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire. **(10 LH)**

**Unit 5 - Tax Management:** Return of Income, Assessment, TDS, TCS, Interest. **(6 LH)**

**Unit 6 - GST:** Overview of GST Act- Registration & Exempted Goods & Services Meaning and Scope of Supply of Goods & Services. Time & Valuation of Supply, Tax provisions related to Input Tax Credit. **(14 LH)**

**Suggested Readings:**

1. Ahuja. G K & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Singhanian, V.K. and Singhanian, K.: Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd.
3. Indirect Taxes – Law and Practice by V. S. Datey.
4. Ready Reckoner Taxmann- Goods & Service Tax.

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**Master of Business Administration (M.B.A)**

**Semester- III**

**FINANCIAL MARKETS AND SERVICES**

**Paper Code: MBAPELFM2T**

**Marks: 100 (End Sem: 70+ Internal 30)**

**Total credit: 4 (60 LH)**

**Unit 1 - Financial System:** An overview of Indian financial system, structure and Components of Financial System: markets, Institutions, instruments, Services Role of financial system in economic development. Development of financial sector and parameters of development of financial sector. **(5 LH)**

**Unit 2 - Financial Institutions:** RBI- Commercial banks; National and International Financial Institutions; An overview and role in Indian economy; Life and non-life insurance companies in Indian; Non-Banking Financial Companies and IRDA. **(10 LH)**

**Unit 3 - Money Market:** Introduction; Role of Money market in the economy – money market and banks; Banking System Liquidity ; Money market operation and instruments ; Role of RBI and FIMMDA ; money market mutual funds (MMMFs);-market intermediaries (including primary dealers) ; limitations. **(5 LH)**

**Unit 4: Capital market:** Introduction—equity market: primary and secondary market —long term debt market (primary and secondary): corporate and government debt market, Public Sector Units (PSU) bonds market — leading global capital markets—integration of Indian capital markets with global capital markets— capital markets reforms—capital market regulations and role of SEBI. **(5 LH)**

**Unit 5: Primary Capital Market (New Issue Market) and Secondary Markets Operations:**

**Primary Capital Market Operations:** Introduction; different issue of securities, ADRs, GDRs, IDRs; categories of investors: RIIs , NIIs , and QIBs including anchor investors ; public issue mechanism: fixed price, book building mechanism and pure auction mechanism; book building process and role of various intermediaries including merchant bankers, deciding upon the price band, determining cut-off price, red herring prospectus, allotment process, ASBA procedure; green shoe option operation in public issues — SEBI (ICDR) Regulations, 2018

**Secondary Markets Operations :** Introduction—an overview of leading stock exchanges: NSE, BSE, SME exchanges and derivative stock exchanges; listing of securities at the stock exchanges and SEBI (LODR) Regulations, 2015; various intermediaries including depository; demat account and freezing of demat account; dematerialization and rematerialization process of securities; stock exchange online trading through depository system; rolling settlement cycles; concept of stock market index; determinants of stock market index; basics of stock market indices: BSE Sensex 30, S&P CNX Nifty 50. **(20 LH)**

**Unit 6 - Financial Services:** Concept and Scope of Financial Services; Mutual Funds-Types- Participants - Concept of NAV and its computation.

Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

Leasing and Factoring: Meaning & Types - Participants - Hire Purchase – Lease Financing Vs. Hire Purchase Financing - Factoring - Mechanism - Functions of a Factor - Factoring - Players- Types -- Operational Problems in Indian Factoring - Factoring Vs. bills Discounting.

Venture Capital, Credit Rating and Pension Fund: Venture Capital: Origin and Growth of Venture Capital - Financing Pattern under Venture Capital. Credit Rating – Meaning & Functions - Credit Rating Process - Global

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and Domestic Credit Rating agencies. Pension Fund - Objectives - Functions - Features - Types - Chilean Model - Pension Investment Policy - Pension Financing. **(15 LH)**

**Suggested Readings:**

1. Gordon E. and Natarajan K. (2020), “Financial Market and Services”, Himalaya Publishing House, New Delhi.
2. Meir Kohn (2019), “Financial Institution and Markets”, Oxford University press, New Delhi.
3. Avadhani V.A. (2018), “Marketing of Financial Services”, Himalaya Publishing House, Mumbai.
4. Shanmugham R. (2017), “Financial Services”, Wiley India, New Delhi.
5. Bharti V. Pathak (2011), “The Indian Financial System”, Pearson Education, New Delhi.
6. Clifford Gomez (2010), “Financial Markets, Institutions and Financial Services”, PHI learning, New Delhi.
7. L.M. Bhole (2009), “Financial Institution and Markets”, TMH, New Delhi.
8. Verma J.C., “Management of Financial Services”, Anmol Publications, New Delhi.
9. Gurusamy, D. S. (2015). *Financial Market and Institutions* (Fourth ed.). Chennai: Vijay Nicole Imprints Pvt. Ltd.
10. Saha, S.S. (2020). *Indian Financial System: Financial Markets, Institutions and Services* (Second ed.). McGraw Hill.

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**INVESTMENT MANAGEMENT**  
**Paper Code: MBAPELFM3T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit 1 - Introduction:** Investment-nature and objectives, investment versus Speculation Investment Process, Investment alternatives; Investors and its types, Concept and measurement of Return and Risk; Realized return vs. Expected return, Systematic and Unsystematic Risk; Market Indices.

**(8 LH)**

**Unit 2 - Efficient Market Hypothesis:** Weak, Semi Strong and Strong form, Different statistical tests for measuring efficiency.

**(5 LH)**

**Unit 3 - Security Analysis: Fundamental Analysis:** Concept, Assumptions, -Economic, Industry and Company analysis. - Valuation of shares and bonds **Technical Analysis:** Concept, Assumptions, various techniques Difference between Fundamental and Technical analysis;

**(15 LH)**

**Unit 4 - Portfolio Management:** Portfolio returns and risk–Correlation and Diversification of risk; Markowitz's portfolio Theory: Mean- Variance criterion, Sharpe's single Index Model.

**(13 LH)**

**Unit 5 - Capital Market Theories:** Capital Market Line; Capital Asset Pricing Model– Assumptions, Characteristic line and beta calculation, Security Market Line, Overvalued and undervalued securities; Arbitrage Pricing Theory

**(12 LH)**

**Unit 6 - Managed Portfolio & Portfolio Evaluation:** Measures of portfolio return- Risk Adjusted measures and absolute measures. Market timing-.Evaluation criteria and procedure.

**(7 LH)**

**Suggested Readings:**

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Sharpe, W.F., Alexander, G.J. and Bailey, J., Investments, Prentice Hall of India.
3. Fisher and Jordon, Security Analysis and Portfolio Management, Prentice- Hall of India.
4. Singh, R., Security Analysis & Portfolio Management, Excel Books.
5. Frank K Reilly and Keith C Brown, Investment Analysis and Portfolio Management, Cengage India Pvt. Ltd.
6. Ranganathan, M., and Madhumathi, R., Investment analysis and portfolio management. New
7. Delhi: Pearson Education.

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**SEMESTER - III**

**SPECIALIZATION: MARKETING MANAGEMENT**

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**INTEGRATED MARKETING COMMUNICATION AND BRAND MANAGEMENT**  
**Paper Code: MBAPELMM1T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**MODULE 1: Integrated Marketing Communication**

**UNIT 1-** IMC- Concept, Drivers, Guiding Principles, Communication process, communication models, Information Processing & Cognitive Learning, Integrated Marketing Communication approach, Benefits of Integrated Marketing Communications. **(8 hrs)**

**UNIT 2 -** Promotional mix elements and their relationship with respect to IMC, Segmentation, Targeting, Positioning: Identifying segments, prioritizing target segments, Formulating Positioning strategies, IMC involving digital marketing, RACE model. **(12 hrs)**

**UNIT 3 -** Sales Promotion: Objectives, Types, Tools & Techniques, Consumer & Trade Promotion, Role of Sales promotion in IMC. Publicity & Public Relations: Objectives, Tools & Techniques. Role in IMC; Five R's of IMC and Circular Value Add. IMC Planning Process, IMC Control, IMC Measurement. **(10 hrs)**

**MODULE 2: Brand Management**

**UNIT 4 -** Introduction to Brand Management, Strategic Brand Management, Brand Awareness, Brand Associations, Brand Elements, Customer-Based Brand Equity, Brand Recognition & Brand Recall, Brand Image, Brand Positioning, Brand Resonance, Brand Salience, Brand Performance, Brand Equity Models - Aaker Model, Brand Loyalty. **(10 hrs)**

**UNIT 5 -** Designing and Implementing Brand Marketing Programs, Choosing Brand Elements to build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to build Brand Equity, Leveraging Secondary Brand Associations to build Brand Equity. **(10 hrs)**

**UNIT 6 -** Measuring and Interpreting Brand Performance: Brand Equity Measurement & Management System, Brand Audit, Brand Inventory, Developing a Brand Architecture Strategy, Brand-Product Matrix, Branded House & House of Brands. Brand Portfolios, Brand Hierarchies, Corporate Branding and Corporate Brand Personality. Brand Extensions. **(10 hrs)**

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**Suggested Readings:**

1. Schultz and Schultz: IMC -The Next Generation, Tata McGraw Hill, New Delhi.
2. Kotler and Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
3. Shah and D'Souza: Advertising & Promotions an IMC Perspective, Tata McGraw Hill, New Delhi.
4. Belch and Belch: Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill, New Delhi.
5. Kevin Lane Keller: Strategic Brand Management, Pearson Education Limited, Essex, UK.

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**MARKETING RESEARCH**  
**Paper Code: MBAPELMM2T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit 1 - Introduction:** Nature and scope, process, problem formulation & Objectives, research designs, qualitative and quantitative approaches to marketing research. (4 hrs)

**Unit 2 - Data Collection:** data sources, data collection methods, observations, focus groups, surveys, experiments, questionnaire design, Sampling Techniques: Probability Sampling and Non Probability Sampling. (8 hrs)

**Unit 3 - Data Recording and Measurement:** Scaling Techniques: Meaning & Types; Reliability Test-Retest Reliability, Alternative Form, Internal Comparison Reliability and Scorer Reliability; Validity: Content Validity, Criterion Related Validity and Construct Validity; Data Process Operations: Editing, Sorting, Coding, Classification and Tabulation. (6 hrs)

**Unit 4 – Testing of Hypothesis:** Z-test, T-test, Chi-Square, F-test, ANOVA, Mann-Whitney U test, Wilcoxon signed-ranks test, Kruskal-Wallis test, Friedman Test. (14 hrs)

**Unit 5 – Data Analysis and Interpretation:** application of univariate, bivariate and multivariate techniques, time series analysis and markovchains in relevant areas of marketing research like advertising research, motivation research, sales analysis, forecasting, brand switching etc. (12 hrs)

**Unit 6 – Multivariate Analysis using Statistical Software:** Factor Analysis, Regression Analysis; Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi-Dimensional Scaling; Correspondence Analysis; Report Writing: Essentials of Report Writing, Report Format. (16 hrs)

**Suggested Readings:**

1. Green and Tull & Albaum, 'Research for marketing decisions', PHI.
2. Boyd & Westfall, 'Marketing Research: Text and cases', All India Traveller Book seller.
3. Naresh K. Malhotra, 'Marketing research', Pearson Education.
4. G. C. Beri, 'Marketing research', TMH.
5. R.I Levin and D. S. Rubin, 'Statistics for Management', 7th Edn. Pearson Education New Delhi.
6. Donald Cooper, 'Business Research Methods', Tata McGraw Hill, New Delhi.
7. Sadhu Singh, 'Research Methodology in Social Sciences', Himalaya Publishers.
8. Darren George & Paul Mallery, 'SPSS for Windows Step by Step', Pearson Education, New Delhi.

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**CONSUMER BEHAVIOUR & INDUSTRIAL BUYING BEHAVIOUR**  
**Paper Code: MBAPELMM3T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**MODULE - I: Consumer Behaviour**

**UNIT 1 - Introduction:** Meaning, nature and importance of Consumer Behaviour, understanding consumers and market segments, patterns of consumer behaviour and business strategy. **(6 hrs)**

**UNIT 2 - Determinants of Consumer Buying Behaviour:** External/ Environmental Determinants: Culture, subculture, social class, family, and consumer reference groups.

Individual Determinants: Needs and motives, involvement, perception, learning, attitudes, personality and lifestyle. **(10 hrs)**

**UNIT 3 - Consumer Decision Making Process:** Need recognition, search and evaluation of alternatives, purchase and post-purchase behaviour.

Models of Consumer Decision-making: traditional, behavioural economics, and contemporary (Howard and Sheth Model, Nicosia Model, Engle and Blackwell Model), input, process and output model. **(14 hrs)**

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## **MODULE - II: Industrial Buying Behaviour**

**UNIT 1 - Overview:** Perspective on the organization buyer, Nature of Industrial Marketing, Industrial Marketing Vs. Consumer Marketing, Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer, Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services.

(10 hrs)

**UNIT 2 - Dimensions of Organizational Buying:** Organisational customer-Buying behaviour, Environmental & organizational Influences on Buying Behaviour, The Buy Grid Model; Buy phases; Organizational buying decision making, Processes and procedures, Buying Roles; Buying centre concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing.

(12 hrs)

**UNIT 3 - Business Marketing Intelligences:** Segmenting the organizational Market, Organizational Demand Analysis: demand measurement techniques, Measuring Market Potential and Sales Forecasting. Measuring customer values and creating value for the customer, Value Analysis and measurement.

(8 hrs)

### **Suggested Readings:**

1. Consumer Behaviour–Schiffman & Kanuk, PHI.
2. Consumer Behaviour–Soloman, PHI.
3. Consumer marketing demographics in India–Edited by S.L. Rao.
4. Blackwell, Miniard and Engel, Consumer Behaviour, Thompson & South-Western.
5. Consumer Behaviour–Loudon & Della Bitta, TMH.
6. Consumer Behaviour-concepts, application & cases - Raju, Vikas.
7. Industrial Marketing–PK Ghosh.
8. Industrial Marketing–Havaldar
9. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illinois.
10. Reeder & Reeder: Industrial Marketing, Prentice Hall, India.
11. Cox. F. (Jr.): Industrial Marketing Research, John-Wiley & Sons, New York, 1971.
12. Fisher, L.: Industrial Marketing, Business Books, 1969.

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**SEMESTER - III**

**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

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**Master of Business Administration (M.B.A)**  
**Semester- III**  
**HUMAN RESOURCE PLANNING & ANALYTICS**  
**Paper Code: MBAPELHR1T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit 1 - Human Resource Planning (HRP), Job Analysis and Job Design:** Concept, Scope and Approaches; Process and Tools of HRP; Models; Demand and Supply Forecasting of Manpower; Concepts; Techniques; Uses; Job Description; Job Specifications; Job Diagnostic Survey (JDS) Methods; Approaches to Job Design. **[8L]**

**Unit 2 - Recruitment, Selection and Placement:** Process, Sources and Methods of Recruitment; Recruitment and Employer Branding; Selection: Process and Tools of Selection; Basic Approaches to Talent Acquisition and Retention; Employee Orientation and Placement: Concepts and Tools; Basic Interventions for Creating Psychological Contract and Employee Engagement. **[4L]**

**Unit 3 - Introduction to HR Metrics and Predictive Analytics:** HR Metrics: Meaning and Importance; Examples of HR Metrics; Linking HR Metrics to Business Outcomes; HR Measurement: Identifying HR metrics, Sources of Data, Tools and Techniques of Measurement; Software Packages (Excel, SPSS, SAP and other packages); Realigning HR to Business Priorities. **[12L]**

**Unit 4 - HR Analytics:** Concept and Evolution of HR Analytics & Data Sources; Big Data and Analytics; Objectives, Importance and Benefits of HR Analytics; Stages in Data Analytics; Stages of HR Analytics and the role of Technology; Types of Analytics; Causal Modelling; HCM: 21 Model; Mapping Business Analytics and HR Analytics; IMPACT Cycle; Pillars of HR Analytics; Use of Workforce Analytics to Improve Decision Making; Guiding Principles of Human Capital Analytics; Analytics and Prediction; Data Analytic Techniques using Software Packages; Future of Human Resource Analytics. **[16L]**

**Unit 5 - HR Analytics and the HR Delivery Model:** Requisites for Effective HR Analytics; HR Analytics Modules: HR Planning, Hiring, HR Operations, Learning and Development, Performance Management, Compensation and Rewards, Succession Planning, Employee Engagement. **[10L]**

**Unit 6 - Human Resource Information System (HRIS):** Role of IT in HRM; Understanding HRIS; Structure and Mechanisms of HRIS; Framework of HRIS; Benefits of HRIS; HRIS Trends: Talent Management Analysis, Data Analytics, Employee Engagement Analysis; Integrated HRIS. **[10L]**

**Suggested Readings:**

1. Bhattacharyya, D.: HR Analytics: Understanding Theories and Applications, Sage Publications.

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2. Martin R. Edwards & Kirsten Edwards: Predictive HR Analytics: Mastering the HR Metric, Kogan Page.
  3. Michael Armstrong: A Handbook of Human Resource Management Practice, Kogan Page.
  4. Steve VanWieren: Quantifiably Better: Delivering HR Analytics from Start to Finish, Technics Publication.
  5. Bernard Marr: Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page.
  6. Ramesh Soundararajan & Kuldeep Singh: Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications.

**Master of Business Administration (M.B.A)**

**Semester- III**

**HUMAN RESOURCE DEVELOPMENT**

**Paper Code: MBAPELHR2T**

**Marks: 100 (End Sem: 70+ Internal 30)**

**Total credit: 4 (60 LH)**

**Unit 1 - Introduction to Human Resource Development (HRD):** Concept; Evolution of HRD; Relationship between HRM and HRD; HRD Mechanisms, Processes and Outcomes; HRD Matrix; HRD Interventions; Roles and Competencies of HRD Professionals; Challenges in HRD; HRD Framework; Learning and Instruction; Maximizing Learning; Learning Strategies and Styles.

**[10L]**

**Unit 2 - HRD Process:** Assessing HRD Needs; Strategic Organizational Analysis; Task Analysis; Person Analysis; Prioritizing HRD Needs; The HRD Process Model; Designing and Developing Effective HRD Programs; Implementing HRD Programs; Evaluating Effectiveness of HRD Programs; Purpose, Models and Ethical Issues in Evaluation; Assessing the Impact of HRD Programmes in Financial Terms; HRD Audit; HRD Culture and Climate; HRD Programmes for Cross-cultural Employees.

**[10L]**

**Unit 3 - HRD Activities:** Employee Development Activities; Approaches to Employee Development; Leadership Development; Action Learning; Assessment and Development Centres; Intellectual Capital and HRD; HRD Mechanisms for Workers; Industrial Relations and HRD; Influence of Motivation on Development Activities.

**[10L]**

**Unit 4 - HRD Applications and Trends:** Coaching and Mentoring; Career Management and Development; Applications Career Management; Defining Career Concepts; Stages of Life and Career

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Development; Models and Process of Career Management; Issues in Career Development; Designing Effective Management Development Programmes; Employee Counselling.

[8L]

**Unit 5 - Competency Development Competency Mapping:** PCMM, Balanced Score Card, Appreciative Inquiry; Integrating HRD with Technology; Employer Branding and other Emerging Trends; Stress Management Interventions; Employee Wellness and Health Promotion Programmes; Employee Coaching and Wellness Services. [12L]

**Unit 6 - HRD in Indian Organisations:** Structuring of HRD; HRD Movement in India; HRD Challenges; Suggestions to make HRD effective in Indian Organisations; Selected Cases covering HRD Practices in Government Organisations, Manufacturing & Service Industries and MNCs; International Experiences of HRD; HRD Audit in Leading Organizations. [10L]

**Suggested Readings:**

1. T.V. Rao: Human Resources Development-Experiences, Interventions, Strategies, Sage Publication, New Delhi.
2. Kalyani Mohanty & Padmalita Routray: Human Resource Development & Organisational Effectiveness, Excel Books.
3. R. Krishnaveni: Human Resource Development a Researcher's Perspective, Excel Books.
4. Werner J. M., DeSimone, R.L.: Human Resource Development, South Western, Cengage Learning.
5. Mankin, D.: Human Resource Development, Oxford University, Press India.
6. Haldar, U. K.: Human Resource Development, Oxford University Press India.

**Master of Business Administration (M.B.A)**

**Semester- III**

**COMPENSATION MANAGEMENT AND SOCIAL SECURITY**

**Paper Code: MBAPELHR3T**

**Marks: 100 (End Sem: 70+ Internal 30)**

**Total credit: 4 (60 LH)**

**Unit 1 - Concept of Wage and Compensation:** Definition; Objectives; Principles; Importance; The Pay Model; Compensation Management Process; Use of Job Analysis and Job Evaluation in Designing Pay Structures; Role of Performance Appraisal in Compensation; Forms of Pay; Financial and Non-financial Compensation; Compensation Strategies; Pay Structures; Designing Pay Levels, Mix and Pay Structures, Construction of Optimal Pay Structure; Real Wage; Wage Policy; Policies on Internal Alignment and External Competitiveness; Mapping Total Compensation Strategy; Pay Decisions and Organisation Strategy; "Best Fit" vs. "Best Practices" Dilemma. [10L]

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**Unit 2 - Components of Pay Structure:** Basic Wage; Dearness Allowance: Methods of DA Payment; Cost of Living and Consumer Price Index Number (CPIM); Neutralization; Incentives; Allowances; General Allowances; Special Allowances; House Rent Allowances; City Compensatory Allowance; Other Allowances; Wage Fixation; Wage Administration; Pay Roll Management; Deductions; Managerial/ Executive Compensation; Issues and Models of Executive Compensation; Profit Sharing Plans, Stock Options, ESOPs, Performance Plans; Broad Based Option Plans (BBOPs); Compensation Issues in VRS. [10L]

**Unit 3 - Laws Relating to Wages:** Payment of Wages Act, 1936: Objectives; Application; Responsibility for Payment of Wages; Fixation of Wage Periods; Time-Limits; Deduction from Wages; Penalty for Offences; Minimum Wages Act, 1948: Objectives; Application; Minimum, Fair and Living Wages; Determination of Minimum Wage; Advisory Board; Remedy for Non-Payment of Minimum Wages; Payment of Bonus Act, 1965: Objectives; Scope and Application; Definitions; Calculation of Amount Payable as Bonus; Eligibility and Disqualifications for Bonus; Minimum & Maximum Bonus; Set on & Set off of Allocable Surplus; Bonus linked with Production or Productivity; Equal Remuneration Act, 1976. [10L]

**Unit 4 - Compensation Strategy and Competitiveness:** Influencing Factors of External Competitiveness; Modifications to the Supply and Demand side; Compensating Differentials; Job Structure and Pay Structure; Grades and Ranges; Broad Banding; Determinants of Grades and Ranges of Pay; Issues in Pay for Performance; Incentive Payments; Strategic Reasons for Incentive Plans; Administering Incentive Plans; Individual Incentive Plans; Piecework; Standard Hour Plan; Merit Pay; Group Incentive Plans; Team Compensation; Gain Sharing Incentive Plans; Enterprise Incentive Plans; Productivity Bargaining. [10L]

**Unit 5 - International Compensation Systems:** Managing Variations in International Pay System; Determinants of International Compensation System: (1) Institutional Factors, (2) Economic Factors, Competitive Dynamics/ Markets, (3) Employee Related, (4) Organizational Factors; Components of International Compensation; Approaches to International Compensation Management: (1) The Budget System, (2) The Balance Sheet or Home Net System, (3) The Local Going Rate System; Challenges of Rewarding Excellence. [10L]

**Unit 6 - Managing Employee Benefits:** Benefits: Meaning; Strategic Perspectives on Benefits; Benefits Need Analysis; Benchmarking Benefit Schemes; Nature and Types of Benefits; Statutory & Voluntary Benefits; Security Benefits; Health Care Benefits; Fringe Benefits; Retirement Benefits; Provident Fund; Gratuity; Pension; Relevant Provisions from the Employees Provident Funds & Misc. Provisions Act, 1952 and Payment of Gratuity Act, 1972; Medical Insurance; Overtime; Reward Management; Team Rewards & Psychological Contract; Time-off Benefits; Benefits Administration; Employee Benefits Required by Law; Designing a Benefits Package. [10L]

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## **Suggested Readings:**

1. Belcher, D.W.: Wage and Salary Administration, Prentice Hall.
2. Mondy, R.W. & Noe, R.M.: Human Resource Management, Pearson.
3. Reynolds, G.L.: Labour Economics & Labour Relations, Practice Hall.
4. A. M. Sarma: Understanding Wage & Compensation System, Himalaya Publishing House.
5. Milkovich, G.T., Newman, T.M.: Compensation, Tata McGraw Hill.
6. B.D. Singh: Compensation and Reward Management, Excel Books, New Delhi.
7. Tapomoy Deb: Compensation Management - Text & Cases, Excel Books, New Delhi.
8. Mousumi S. Bhattacharya & Nilanjan Sen Gupta: Compensation Management, Excel Books.

## **Master of Business Administration (M.B.A)**

### **Semester- III**

### **BUSINESS ANALYTICS**

**Paper Code: MBAPCOR03M**

**Marks: 100 (End Sem: 70+ Internal 30)**

**Total credit: 6 (90 LH)**

**Unit-1: An Introduction to econometric modelling and business forecasting. [4 Hrs]**

**Unit-2: Time series-based forecasting Basic Features of Time Series; Forecasting by Decomposition Method and Smoothing Technique; Box Jenkins Methods. [6 Hrs]**

**Unit-3: Cointegration and ECM, Vector Autoregressive model, Granger Causality Test; ARCH; GARCH. [10 Hrs]**

**Unit-4: Panel Data Modeling: Fixed effect, Random effect, Hausman test. [10 Hrs]**

**Unit-5: Data Reduction Technique: Exploratory Factor Analysis (EFA); Classification Technique: Discriminant Analysis, Cluster Analysis. [10 Hrs]**

**Unit-6: Applications of Monte-Carlo Simulation in Business; Discrete-time stochastic processes including Markov Chains and their business applications. [5 Hrs]**

**PRACTICAL (45 Hrs)**

**Practical Sessions using suitable econometric software on Time Series Models, Panel Regressions, Exploratory Factor Analysis, Discriminant Analysis, Cluster Analysis and Simulation.**

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**Suggested Readings:**

**Bhaumik K. Sankar, Principles of Econometrics- A modern approach using Eviews, Oxford University Press.**

**Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, Business Analytics – Principles, Concepts and Applications – What, Why and How. Pearson Education.**

**Bernard Marr, Key Business Analytics, Pearson Education.**

**Jennifer LeClaire, Danielle Dahlstrom, Vivian Braun, Business Analytics for Dummies, A Wiley Brand.**

**Budnik. F S., Mceavey. D and Mojena. R., Principles of Operations Research, All India Traveller Bookseller, New Delhi**

**Gupta, Manmohan, Desai, Operations Research, Prentice Hall of India, New Delhi**

**Mathur. K and Solow, D. Management Science. Englewood Cliffs, Prentice Hall Inc., New Jersey**

**Sharma. J K., Operations Research: Theory and Applications, Macmillan India Ltd., New Delhi**

**Taha. H A, Operations Research – An Introduction, Mc Millan. New York.**

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**SEMESTER - IV**

**SPECIALIZATION: MARKETING MANAGEMENT**

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**SALES AND DISTRIBUTION MANAGEMENT**  
**Paper Code: MBAPELMM4T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**MODULE 1: Sales Management**

**UNIT 1- Introduction:** Concept; Objectives and Functions of Sales Management; Evolution of Sales Department; Nature and Scope of Personal Selling and Sales Management; Duties, Responsibilities and Functions of a Sales Manager; Types of Selling situations; Buyer-Seller Dyad; Theories of Selling. **(8 hrs)**

**UNIT 2 – Sales Organization Structure:** Setting up sales organization; Different models of sales organization; Factors determining sales organization structure; Problems associated with structuring the sales organization; Modifications of sales organization. **(8 hrs)**

**UNIT 3 – Development of the Sales Force:** Setting sales objectives; sales strategies; sales forecasting; sales territories; sales quotas; sales budget; Recruitment & Selection of sales force; Training of sales force; Motivating sales force; Compensation. **(14 hrs)**

**MODULE 2: Distribution Management**

**UNIT 4 – Marketing Intermediaries:** Marketing Channel structure; functions and advantages; types of channel intermediaries - wholesalers, distributors, stockist, sales agents, brokers, franchisers, C&F agents, and retailers. **(10 hrs)**

**UNIT 5 – Channel Management:** Channel objectives & constraints; identification, evaluation and selection of channel alternatives; channel management and control; recruiting and selecting channel members, motivating, evaluating channel arrangements. **(10 hrs)**

**UNIT 6 – Logistics & Supply Chain Management:** Order processing; Warehousing; Inventory management; EOQ; Different Inventory models; JIT; Concepts and relationship between Supply Chain Management and Logistics Management; SCM models; physical distribution and logistics. **(10 hrs)**

**Suggested Readings:**

1. Cundiff, Still & Govoni: Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases – McGraw Hill.
3. Sahadev, Sales & Distribution Management, OUP
4. K.K.Havaladar & V.M.Kavale, Sales and Distribution management, TMH
5. R.L.Spiro, W.J.Stanton & G.A.Rich, Management of Sales Force, Tata-McGraw Hill.
6. Laucaster & Jobber : Selling & Sales Management – Macmillan (India)
7. Forsyth, P., Sales Management Handbook, Jaico Publishers.
8. Anderson, Hair and Bush, Professional Sales Management, McGraw Hill.
9. Ford, Churchels and Walker, Management of Sales Force, McGraw Hill.
10. Smith, R., Sales Management, Prentice Hall.

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**SERVICE MARKETING AND RETAIL MANAGEMENT**  
**Paper Code: MBAPELMM5T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**MODULE 1: Service Marketing**

**Unit 1 - Service Marketing:** Introduction; Need and scope of service marketing; Characteristics of service; tangibility spectrum; marketing mix for services - product, price, place, promotion, physical evidence, people & process; Pricing of Service. **(10 hrs)**

**Unit 2 - Consumer behavior in Service Marketing:** Service Experience; moments of truth; customer needs; expectations; perceptions; satisfaction - Satisfaction vs Delight; Service Marketing Triangle; Service quality – SERVQUAL, RATER model, Gaps model; Return On Quality (ROQ). **(12 hrs)**

**Unit 3 - Demand – Supply Management of service; Service Productivity;** Applications of service strategies in different service sectors; Wheel of Loyalty. **(8 hrs)**

**MODULE 2: Retail Management**

**Unit 4 – Introduction to Retailing:** Importance; functions of retailing; forms of retailing; evolution of retail formats; reasons for growth; trends in Indian retail market. **(8 hrs)**

**Unit 5 – Developing Retail Strategies:** Understanding retail customers; Choice of location; planning merchandising; pricing and promotional strategies; franchising. **(10 hrs)**

**Unit 6 – Retail Operations:** Store design and layout; visual merchandising; creating quality retail services; attracting and retaining customers; Supply Chain Management and Customer Relationship Management in retailing. **(12 hrs)**

**Suggested Readings:**

1. B. Berman & J.R. Evans, Retail Management, Pearson
2. A.J. Newman & P. Cullen, Retailing, Cengage Learning
3. S.Pradhan, Retailing Management, TMH
4. P.K. Sinha & D.P. Uniyal, managing Retailing, Oxford
5. G. Apte, Service Marketing, OUP
6. V.A. Zeithaml & M J Bitner: Service Marketing, Tata McGraw Hill.
7. C. Lovelock, J. Wirtz & J. Chatterjee, Services Marketing, Pearson Education
8. K.R.M. Rao, Services Marketing, Pearson Education
9. C. Gronroos, Services management and marketing, Wiley
10. C. Haksever, B. Render, R. Russel, R. Murdick, Service management and Operations, Pearson Education
11. J A Fitzsimmons & M J Fitzsimmons: Service Management, McGraw Hill.
12. Ravi Shanker, Service Marketing, Excel
13. R. Srinivasan, Services Marketing, PHI
14. P.K. Gupta, Service Marketing, EPH

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**DIGITAL MARKETING**  
**Paper Code: MBAPELMM6T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit 1** - Introduction to Digital Marketing & Its Significance; Traditional Marketing versus Digital Marketing; Advantages of Digital Marketing; Digital Marketing Process; SOSTAC. **(10 hrs)**

**Unit 2** – Website; Hosting; Browser; SSL; Mobile-friendliness of websites; Website Speed; Bounce Rate; Exit Rate; Internet Traffic - volume & quality; Search Engine; Keyword & SEO. **(8 hrs)**

**Unit 3** – Online Consumer Behaviour; 4Ps to 4 Cs; 5A; Web Purchase decision making; Conversion: Key Ratios; ROPO; Product Strategy Online; Online Pricing E-commerce; Disintermediation & Re-intermediation; D2C; Omni channel retailing. **(12 hrs)**

**Unit 4** – Promotion in digital marketing; Affiliate Marketing; Google Ads; PPC; CTR; PAR & BAR; Content Marketing; Content Creation Process; Influencer Marketing; Email Marketing. **(12 hrs)**

**Unit 5** – Netnography; Social Media; Social Media Marketing; Social Listening; Sentiment polarity; Online Reputation Management; Social media model by McKinsey; CRM. **(8 hrs)**

**Unit 6** – SaaS; Analytics & Measurement; Google Analytics; New Technologies & Advancement in Digital Marketing: AR, VR, Application of AI. **(10 hrs)**

\*Selected Case Studies.

**Suggested Readings:**

1. Vandana Ahuja; Digital Marketing, Oxford
2. Seema Gupta; Digital Marketing, Mc Graw Hill
3. Chaffey; E-Business & E-Commerce Management, Pearson
4. Kozinet; Netnography; Redefined, Sage
5. Tuton & Solomen; Social Media Marketing, Sage
6. Kotler; Marketing 4.0, Wiley
7. Punit Singh Bhatia, Fundamentals of Digital Marketing, Pearson
8. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley Publisher
9. Ryan Deiss and Russ Henneberry, Digital Marketing for Dummies, For Dummies.
10. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Publisher
11. Rajendra Nargundkar and Romi Sainy, Digital Marketing: Cases from India, Notion Press, Inc

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**SEMESTER - IV**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

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**Master of Business Administration  
(M.B.A)Semester- IV  
STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Paper Code: MBAPELHR4T**

**Marks: 100 (End Sem: 70+**

**Internal 30)**

**Total credit: 4 (60 LH)**

**Unit 1: Introduction to SHRM:** Concept, Definition, Steps in SHRM; Traditional vs. Strategic HRM; Classification of HR Strategies; Role of HR in Business Strategy; Models of SHRM; HRM Strategy: Characteristics, Contents; Strategy Formulation, Implementation and Evaluation; Integrating HR with Strategic Management; Theoretical Perspectives of SHRM; Strategic FIT: A Conceptual Framework; The Best Fit Approach and its Drawbacks; Benefits and Challenges of SHRM; Barriers to SHRM. **(10 hrs)**

**Unit 2: Resourcing Strategy:** Understanding Resourcing; The SHRM Approach to Resourcing; Integrating Business and Resourcing Strategies; The “HR” Bundles Approach; Bundling Resourcing Strategies and Activities; Components of Employee Resourcing Strategy: Workforce Planning, Employee Value Proposition, Resourcing Plans, Retention Strategy, Flexibility Strategy. **(8 hrs)**

**Unit 3: Learning and Development Strategy:** Understanding Learning and Development, Strategic HRD, Strategies for Creating Learning Culture, Organizational Learning Strategies, Individual Learning Strategies. Performance Management Strategies; HR Evaluation: Balance Scorecard, HR Score Card, Malcom Baldrige BusinessExcellence Model. **(12 hrs)**

**Unit 4: Knowledge and Human Capital Management (HCM) Strategy:** Knowledge Management: Concept, Process, Significance; Principles and Models; Challenges; Strategic Knowledge Management; Knowledge Sharing; Concepts of Human Capital, Objectives of HCM, Role of HCM Strategy, The link between HCM

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and Business Strategy, Developing a HCM Strategy. **(10 hrs)**

**Unit 5: Reward Strategy:** Understanding Reward Management; Reward Strategy: Definition, Characteristics, Basis; Broad- Brush Reward Strategy; Specific Reward Initiatives; Guiding Principles; Developing Reward Strategy; Effective Reward Strategies; Criteria for Effectiveness; Problems with Reward Strategy. **(8 hrs)**

**Unit 6: Talent Management Strategy & High Performance Work Systems (HPWS):** Talent Management Strategy: Concept, Significance, Process and Challenges; People Capability Maturity Model; Intellectual Capital: Human, Social and Organizational; Talent Hunting, Poaching, Development; Retention Strategies; High Performance Work Systems (HPWS): Meaning and Definition of HPWS; Characteristics of HPWS; Components of HPWS; Developing a High Performance Work Strategy and HPWS. **(12 hrs)**

**Suggested Readings:**

- 1) Armstrong, Michel & Baron, Angela: A Handbook of Strategic HRM, Mumbai, Jaico Publishing House.
- 2) Mabey Christefer & Salman Graeme: Strategic Human Resource Management, BeaconBook, New Delhi.
- 3) Tanuja Agarwala: Strategic Human Resource Management, Oxford University Press
- 4) Shaun Tyson: Strategic Prospects for HRM, Jaico Publishing House
- 5) Rajib Lochan Dhar: Strategic Human Resource Management, New Delhi, Excel Books
- 6) Richard Regis: Strategic Human Resource Management and Development, NewDelhi, Excel Books

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**Master of Business Administration  
(M.B.A)Semester- IV  
PERFORMANCE MANAGEMENT AND TALENT DEVELOPMENT**

**Paper Code: MBAPELHR5T**

**Marks: 100 (End Sem: 70+Internal 30)**

**Total credit: 4 (60 LH)**

**Unit 1: Conceptual Framework of Performance Management:** Performance Management Concept, Purpose, Process; Objectives of Performance Management System; Performance Management and Performance Appraisal; Managing Individual, Group and Organizational Performance; Linking Performance Management System with other HR Practices. **(8 hrs)**

**Unit 2: Performance Management System:** Performance Planning; Performance Measurement and Evaluation; Performance Management and Appraisal; Concept & Importance of Performance Appraisal, Types and Methods of Performance Appraisal; Appraisal Communication; Appraisal Errors, Choosing the Appraiser; Role of HR Manager; Reliability and Validity of Appraisal; Managing Executive Performance; Potential Appraisal; Identifying Potential for Development; Linking Pay with Performance; Bench marking for Excellence in Performance. **(10 hrs)**

**Unit 3: Implementation and Issues in Performance Management:** Implementing Performance Management System; Strategies and Challenges; Characteristics of Effective Performance Metrics; Role of HR Professionals in Performance Management; Performance Management Documentation; Ethical and Legal Issues in Performance Management; Use of Technology and e-PMS, Performance Management Practices in Indian Organizations. **(12 hrs)**

**Unit 4: Talent Management Practices and Process:** Concept and Approaches; Framework of Talent Management; Talent Identification, Integration and Retention; Difference between Talent and Knowledge Workers, Leveraging Talent, The Talent Value Chain, Elements of Talent Friendly Organizations, Talent Management Process, Building the Talent Pipeline; Managing Employee

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Engagement; Key Factors and different aspects of Talent Management; Using Talent Management Processes to Drive Culture of Excellence; Future Directions in Talent Management Practice and Research. **(12 hrs)**

**Unit 5: Talent Management Strategy (TMS):** Understanding and Developing a TMS; Components of a TMS; Strategic Talent Management; Return on Talent; Making Outplacement as a part of Talent Strategy, Components, Benefits and Challenges of TMS. **(8 hrs)**

**Unit 6: Counseling:** Meaning; Need for Counseling in Work Place; Counseling Process; Models of Counseling; Specifics of Counseling: Observation, Active Listening, Non-verbal Behaviour, Communication, Questioning, Transference, Follow-up; Post-Appraisal Counseling; Counselor-Counselee Relationship. **(10 hrs)**

**Suggested Readings:**

- 1) Tapomoy Deb: Performance Appraisal and Management, Excel Books, New Delhi.
- 2) Suri, G. K., Venkata Ratnam, C. S. & Gupta, N. K.: Performance Measurement & Management, Excel Books
- 3) Dinesh K. Srivastava: Strategies for Performance Management, Excel Books, New Delhi.
- 4) Rao T. V. & Pareek, Uday (ed): Redesigning Performance Appraisal Systems, TataMcGraw-Hill Pub. Co., New Delhi.
- 5) Walters, Mike: The Performance Management Hand Book, Jaico Pub., House, New Delhi.
- 6) Dave, Indu: The Basic Essentials of Counselling, Sterling Pub. Pvt. Ltd., New Delhi.
- 7) Blocher, Donald. H.: Developmental Counselling, Ronald Press, New York.
- 8) Mehta, Perin H, Odgers, Hohn & Wadia Khorshed, A: A Handbook of Counselling, NCERT, New Delhi.
- 9) Armstrong, M. & Baron, A., Performance Management and Development, Jaico Publishing House, Mumbai.
- 10) Bagchi, S. N.: Performance Management, Cengage Learning, India.
- 11) Armstrong, M.: Performance Management: Key Strategies and Practical Guidelines, KoganPage, London.

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**Master of Business Administration**  
**(M.B.A)Semester- IV**  
**INDUSTRIAL RELATIONS AND LABOUR LEGISLATION**  
**Paper Code: MBAPELHR6T**  
**Marks: 100 (End Sem: 70+Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit 1: Industrial Relations in India:** Concept, Nature and Importance; Participants in Industrial Relations; Theories & Models of Industrial Relations; Unitarist, Pluralist, System's (Dunlop's) and Marxist perspectives of IR; Structure, Evolution & Growth of Industrial Relations in India; Changing Dimensions of IR and their Impact on Industrial Relations Scenario in India; Government Policies and IR. **(10 hrs)**

**Unit 2: Discipline and Grievance:** Employee Grievances; Nature & Causes of Grievances; The Grievance Procedure; Machinery for Redressal of Grievances; Grievance and Industrial Relations; Discipline in Indian Industries; Forms and Types of Discipline; Approaches to Discipline; Causes and Acts of Indiscipline or Misconduct; Code of Discipline in Indian Industries; Disciplinary Proceedings; Steps involved in the Procedure for Disciplinary Action; Salient Features of Industrial Employment (Standing Orders) Act, 1946; Types of Disciplinary Action. **(12 hrs)**

**Unit 3: Collective Bargaining and Workers Participation in Management:** Concept, Nature and Importance of Collective Bargaining; Levels and Types of Collective Bargaining; Collective Bargaining in the Indian Context; Problems in Collective Bargaining in India; Workers Participation in Management; Forms of Workers' Participation in Management; Levels of Workers' Participation in Management; Rationale for Participation; Issues in Participation; Strategies for making Participation Effective. **(10 hrs)**

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**Unit 4: Industrial Conflict and Disputes Resolution:** Nature, Causes and Consequences of Industrial Disputes; Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947: Authorities under the Act, Methods of Settling Industrial Disputes; Adjudication/Compulsory Arbitration v/s Collective Bargaining; Dispute Settlement Machinery; Statutory and Non-Statutory Machinery; Boards, Courts or Tribunals, Procedures, Powers and Duties of Authorities, Strikes, Lockouts, Layoff and Retrenchments, Management of Strikes and Lockouts; Trends in Industrial Disputes and their Analysis; Dynamics of Conflict and Collaboration; Handling Interest and Rights Disputes. **(12 hrs)**

**Unit 5: Trade Unions:** Concept, Nature, Functions of Trade Unions; Theories of Unionism; Trade Unions in India: History and Growth, Types, Characteristics, Problems; Structure of Trade Unions, Membership; Trade Unions Act, 1926: Definitions; Rights and Liabilities of Registered Trade Unions; Penalties and Procedures; Recognition of Trade Unions and Legal Requirements; Managerial Trade Unionism; Bipartite and Tripartite Forums at Industry and National levels; **(10 hrs)**

**Unit 6: ILO:** Constitution, Objectives and Functions of ILO; Policies and Programs; ILO and Indian Labour Practices; International Trade Union Organizations; Difficulties in Adoption of ILO Conventions and Recommendations; Recommendations of the National Commission on Labour. **(6 hrs)**

**Suggested Readings:**

1. C. B. Mamoria, S. Mamoria, P. Subba Rao: Dynamics of Industrial Relations, Himalaya Publishing House.
2. P. R. N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar: Industrial Relations, Trade Unions and Labour Legislations, Pearson Education.
3. Venkataratnam, C. S. & Dhal, M.: Industrial Relations, Oxford University Press.
4. Arun Monappa: Industrial Relations, Tata McGraw Hill Publishing Co., New Delhi.
5. Sivarethinamohan, R.: Industrial Relations & Labour Welfare: Text & Cases, (PHI Learning Pvt. Ltd.)
6. Michael Salamon: Industrial Relations: Theory & Practice, Prentice Hall, London.
7. Sen, R.: Industrial Relations: Text and Cases, Macmillan Publishers, New Delhi.

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**SEMESTER - IV**

**SPECIALIZATION: SYSTEMS & OPERATIONS**

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**Systems Analysis and Design (SSAD)**  
**Paper Code: MBAPELSO4T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit-I: Overview of Systems Analysis and Design:** Software applications today- the changing scenarios- Introduction to different methodologies and Structured System Analysis-Problem identification-requirement analysis: tools and techniques-feasibility analysis- Operational, Technical and Economic Feasibility- Systems Development Life Cycle-details of SDLC approach. **(11 hrs)**

**Unit-II: Business Systems Concept & Project Selection:** Feasibility Study. Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis. **(11 hrs)**

**Unit-III: Data Flow Diagram & Database Design-Techniques & Tools:** Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design; Data Base Design. **(11 hrs)**

**Unit-IV: System Controls, Administration & Audit Trails:** System Administration and Training; Conversion and Operations Plan; Hardware and Software Selection; Hardware Acquisition; System Control and Quality Assurance; Documentation Tools; Testing Techniques Available. **(11 hrs)**

**Unit-V: Benchmarking, Vendor & Operating System Selection:** Vendor Selection; OS selection; Language Processors; Performance and Acceptance Testing Criteria. **(8 hrs)**

**Unit-VI: Managing Data Processing & Project in an Organisation:** Data Processing Setup; Project Management Techniques for Managing Software Projects. **(8 hrs)**

**Suggested Readings:**

1. Hawryszkiewycz, I T. introduction to Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India, 1991.
2. Rajaraman, V. Analysis and Design of information Systems. New Delhi, Prentice Hall of India, 1991.
3. Awad, Elias M. Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India, 1990.
4. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis.2nd ed., Englewood Cliff, New Jersey, Yourdon Press. 1991.
5. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press, 1992.
6. Whitten, J L. etc. System Analysis and Design Methods. New Delhi, Galgotia, 1994.
7. Marco, T.D. Structured Analysis 13 System Specification, New Delhi, Yourdon Press,1 989

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**Master of Business Administration**  
**(M.B.A) Semester- IV**  
**NETWORKING FUNDAMENTALS & NUMERICAL TECHNIQUES**  
**Paper Code: MBAPELS05T**  
**Marks: 100 (End Sem: 70+ Internal 30)**

**Unit I: Introduction to concepts of data communications and business requirements:** OSI architecture, internet and its architecture, applications and operations, Layered architecture, communications switching and routing. **(10 hrs)**

**Unit II: Numerical Techniques:** Computer arithmetic – floating point representation of numbers, errors in numbers, binary representation, successive bisection method. **(8 hrs)**

**Unit-III: Iterative methods in numerical techniques:** false position method, Newton – Raphson method, differentiation and integration- numerical differentiation, numerical integration – Trapezoidal rule, Simpson'sRule. **(12 hrs)**

**Unit IV : Description of Networking and it's types & components:** Components of Networking; Topology and it's types with examples; Types of media and devices: hub, switch, router, modem, bridge, gateway etc. **(10 hrs)**

**Unit V : OSI model and it's layers with functionalities & Encoding systems:** RZ, NRZ, manchester etc. CRC,

**Media access Protocol:** Aloha, CSMA, CSMA/CD, CSMA/CA, Sliding window protocol. **(10 hrs)**

**Unit VI :** TCP-IP model, IP, class full and class less addressing, UDP, ARP, DHCP, ICMP, IGMP, Case studies with Cisco Packet tracer. **(10 hrs)**

**Suggested Readings:**

1. Stallings. W, *Business Data Communications* ,Prentice Hall of India, New Delhi
2. Stallings. W, *Data and Computer Communications*, Prentice Hall of India, New Delhi
3. Tanenbaum A. S, *Computer Networks*, Prentice Hall of India, New Delhi
4. Rajaraman, V., *Computer Oriented Numerical Method*, PHI, New Delhi

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**DBMS and RDBMS**

**Paper Code: MBAPELSO6T**

**Marks: 100 (End Sem: 70+ Internal 30)**

**Total credit: 4 (60 LH)**

**Unit 1: Database system architecture:**

Data Abstraction, Data Independence, Data Definition Language (DDL), Data Manipulation Language (DML). Data models: Entity relationship model, network model, relational and object-oriented data models, integrity constraints, data manipulation operations. **(8 hrs)**

**Unit 2: Relational query languages:**

Relational algebra, Tuple and domain relational calculus; SQL, DDL and DML constructs, Table and Record Handling SELECT, PROJECT, UNION, SET DIFFERENCE, CARTESIAN-PRODUCT, SET-INTERSECTION, NATURAL JOIN, DELETE, UPDATE, DIVISION, INSERT, TRUNCATE, DROP, ALTER statement. Using the WHERE, IN, BETWEEN, LIKE ORDER BY, GROUP BY and HAVING. Combining Tables Using JOINS (inner, outer, nested), Views. Demonstration using Oracle. **(11 hrs)**

**Unit 3: Axioms, Aggregate Functions and Normalization:**

Use of Aggregate Functions LIKE MIN, MAX, SUM, AVG etc. Axioms of Relational Database, Normalization (1NF- 5NF, DKNF, 0NF), JOIN-Dependency and Lossless design. Demonstration using Oracle. **(11 hrs)**

**Unit 4: Basic PL/SQL:**

Cursors in Oracle PL / SQL, Trigger in Oracle PL / SQL, Stored Procedures. **(10 hrs)**

**Unit 5: Transaction processing:**

ACID property, Schedule, Concurrency control– Back Up and Recovery. Serializability (view and Conflict), Lock (shared and exclusive), timestamp-based protocol. **(10 hrs)**

**Unit 6: Recent trends in DBMS:**

Object oriented and object relational databases, Logical databases, Web databases, Distributed databases, Data warehousing and data mining. **(10 hrs)**

*(\*\*Case Studies related to Hospital Management System, Railway Reservation System, Customer Relationship Management System, Inventory Management System etc. can be explored)*

**Suggested Readings:**

1. Silverchatz, Korth & Sudarshan-Data Base System Concepts, MH.
2. Elmasri, Navathe- Fundamentals of Database Systems, Pearson.
3. C J date-An Introduction to Database, Addison-Wesley Publishing Company .
4. Majumder& Bhattacharyya-Data Base Management Systems, TMH.
5. Feuerstein-Oracle PL/SQL Programming, SPD/O'REILLY

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**SEMESTER - IV**  
**SPECIALIZATION: FINANCIAL MANAGEMENT**

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**Financial Engineering**  
**Paper Code: MBAPELFM4T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit I Introduction:** Meaning, measure and components of risk; Means of managing risks; Types of derivatives: Forwards, Futures, Swaps, Options; Derivative trading In India; Hedgers, speculators and arbitrageurs.

(8 hrs)

**Unit II Forward and Futures:** Concept of Cash market and future market. Risk Management Using Futures and forward. Pricing- Cost of Carry Model. Interest rate futures. (10 hrs)

**Unit III Option:** Types of options; Pay-off from options; Factors affecting option prices; trading strategies involving options; Pricing of Options: - Binomial model and use of Black-Scholes model for pricing. (12 hrs)

**Unit IV Swaps:** Currency and Interest rate swaps; Features, Valuation, Strategies in managing risk associated with investing and foreign trade. (8 hrs)

**Unit V Management of market risk:** Stop loss; Delta hedging; Theta; Gamma; Vega; Rho Scenario Analysis; Portfolio insurance and VAR. (12 hrs)

**Unit VI Commodity Derivatives:** Features, Valuation and Strategies in managing risk associated with trade, trading of commodity derivatives in India. (10 hrs)

**Suggested Readings:**

1. Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books.
2. Bhalla, V.K.: Financial Derivatives, Delhi, S. Chand.
3. Cox, John C and Rubinstein, Mark. Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc
4. Cuthberton and Keith, Financial Engineering: Derivatives and Risk Management Jossey Bass
5. Hull, Introduction to Futures and Options Markets, Prentice Hall of India. Kolb, Practical Readings in Financial Derivatives, Blackwell Business.
6. Lyuu, Financial Engineering and Computation, Cambridge University Press. 5. Marshall and Bansal, Financial Engineering Prentice Hall of India

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**Strategic Financial Management**  
**Paper Code: MBAPELFM5T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**Unit I Financial policy and strategic Planning:** Meaning of Strategy and planning; Strategic planning process; Concepts and Importance of Strategic Financial Management; Strategic Financial Decision Making; Tools and techniques of financial decision making. (8 hrs)

**Unit II: Investments Decisions under Risk and Uncertainty:** Techniques of Investment Decision; Measurement of mean NPV and SD of NPV; Risk Adjusted Discount Rate; Certainty Equivalent Factor; Sensitivity Analysis and Decision Tree. (10 hrs)

**Unit III Mergers, Acquisitions and Corporate Restructuring:** Conceptual Framework; Reasons for mergers- Financial framework; Different forms: Takeover, Reverse Merger, Ownership Restructuring, Cross Border Mergers; Computation of swap ratio and impact of merger on EPS and Firm Value. (12 hrs)

**Unit IV: Strategy and firm value:** Ways of linking strategy and value; Cost of Capital and Asset beta; Approaches of Valuation: Discounted cash flow valuation, Relative valuation and APV approach. (12 hrs)

**Unit V Foreign Exchange Exposure and Risk Management:** Exchange Rate Determination- Foreign Currency market; Management of exposure-Transaction exposure, translation exposure and economic exposure; Hedging, Internal Techniques of Hedging. (10 hrs)

**Unit VI International Financial Management:** Meaning, Nature and scope of International Financial Management; International sources of finance; International capital budgeting and working capital management. (8 hrs)

**Suggested Readings:**

1. Brealey & Myers, Principles of Corporate Finance, TMH
2. Pandey, I.M., Financial Management, Vikas Publishing House
3. Bender, R. and Ward, K., Corporate Financial Strategy, Butter Worth Heinemann
4. Samuel C. Weaver and Fred Weston , Strategic Financial Management: Application of Corporate Finance, Thomson.

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**Master of Business Administration (M.B.A)**

**Semester- IV**

**Management Control Systems**

**Paper Code: MBAPELFM6T**

**Marks: 100 (End Sem: 70+ Internal 30)**

**Total credit: 4 (60 LH)**

**Unit 1: Management Control:** An Overview – Introduction; Concepts; Nature of Management Control Systems— Relating the system to organizational objectives – Strategic Planning, Management Control and Operational Control –Functions of the Controller – Concept of Management Audit as a control tool. (10 hrs)

**Unit II: Responsibility Centres:** Concept, Types of Responsibility Centres – Expense Centres, Profit Centres and Investment Centres – Controllability Principle-Responsibility accounting.

(8 hrs)

**Unit III Budgeting:** Introduction; Budget and its control mechanism; Classification; Budget factor; Budget period; process of budget preparation; behavioural aspects of budgeting; Master Budget, Key Budget, Functional Budget, Cash Budget, Flexible Budgeting; Zero Base Budgeting. (12 hrs)

**Unit IV: Analysing and Reporting:** Introduction; Variance analysis; causes of variance; classification of cost variances and revenue variances and profit variances; limitations; performance reporting; objectives of a good reporting system; Internal Control System. (8 hrs)

**Unit V Transfer Pricing and Divisional performance measurement:** Introduction; Purposes; Methods; General rule of TP. Multiple Criteria of performance measurement; Divisional analysis; alternative divisional profit measures: ROI, residual income, EVA. (12 hrs)

**Unit VI: Cost Information for Decision Making:** – uses of relevant cost and marginal cost in strategic decision making – Pricing Decisions. (10 hrs)

**Suggested Readings:**

1. Anthony, R N and Govindrajan V. Management Control Systems, Taraporevala, Chicago, Irwin.
2. Maciariello, J A and Kirby C J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Merehant, K.A., Modern Management Control Systems, New Delhi, Prentice Hall of India.
4. Zimmerman, J.A., Accounting for Decision Making & Control, New York, Mc-Graw Hill Inc
5. Colin Drury, Management & Cost Accounting, New Delhi, Thomson Learnin

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**Master of Business Administration (M.B.A)**  
**Semester- IV**  
**STRATEGIC AND INNOVATION MANAGEMENT**  
**Paper Code: MBAPCOR13T**  
**Marks: 100 (End Sem: 70+ Internal 30)**  
**Total credit: 4 (60 LH)**

**MODULE 1: Strategic Management**

**UNIT 1- Introduction to Strategic Management:** Evolution of Strategic Management; Definition of Strategic Management; Elements in Strategic Management Process; Model of Strategic Management Process. **(6 hrs)**

**UNIT 2 – Corporate and Business level strategies:** Environmental and Organisational appraisal and strategy formulation; Growth, Stability, Retrenchment and Restructuring strategies; Generic business strategies – Cost leadership, Differentiation and Focus business strategy. **(12 hrs)**

**UNIT 3 – Strategic Analysis and Choice:** Tools and Techniques for Strategic Analysis-SWOT Analysis, Industry and Competitor Analysis; Portfolio Analysis: BCG matrix, GE Nine Cell matrix; Ansoff's Product-Market Grid; Subjective factors in strategic choice. **(12 hrs)**

**MODULE 2: Innovation Management**

**UNIT 4 – Innovation and Creativity:** Innovation-Meaning, Concept, Characteristics, Importance, Principles of Innovation, Process of Innovation; Creativity- Meaning, Concept, Importance, Creativity Process, Hurdles to Creativity. **(8 hrs)**

**UNIT 5 - Innovation Management:** Concept, Scope, Characteristics, Evolution of Innovation Management, Significance, Factors influencing Innovation; Areas of Innovation- Product Innovation-Concept, Packaging and Positioning Innovation; Process Innovation- Concept, Requirement and Types- Benchmarking, TQM, Business Process Reengineering. **(12 hrs)**

**UNIT 6 – Tools for Innovation:** Creative Thinking- Traditional vs. Creative Thinking; Individual Creativity Techniques- Meditation, Self-awareness and Creative Focus; Group Creative Techniques- Brain Storming, Off the Wall Thinking and Thinking Hats Method. **(10 hrs)**

**Suggested Readings:**

1. Kazmi; Strategic Management and Business Policy; TMH
2. Wheelen; Strategic Management and Business Policy; Pearson Education
3. Appa Rao, Parvathiswara Rao, Shivaramakrishna; Strategic Management and Business Policy; Excel Books
4. Hitt, Hokinson and Ireland; Management of Strategy, South-Western Cengage learning
5. C S G Krishnamacharyulu & Lalitha R; Innovation Management by Himalaya Publishing House
6. James A Christiansen, "Competitive Innovation Management", published by Macmillan Business, 2000.
7. Paul Trott, "Innovation Management & New Product Development", published by Pitman, 2000.
8. Kelley, Tom, Jonathan Littman, and Tom Peters. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm. New York: Doubleday, 2001.
9. S. S. George, "Managing innovation in the New Millennium", The ICFAI Press, 2004.
10. Wagner, Tony. Creating Innovators: The Making of Young People Who Will Change the World. New York: Scribner, 2012.