



VIDYASAGAR UNIVERSITY

MIDNAPORE-721102, WEST BENGAL, INDIA

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DEPARTMENT OF BUSINESS ADMINISTRATION

Outcome of the Programme

Programme offered by the Department:

Outcome of the Programme: After completion of the MBA program, students will demonstrate professionalism, leadership, entrepreneurial awareness, and effective communication skills. They will understand ethical issues and challenges that businesses often face in the highly competitive and dynamic world. They will apply their skills to solve any type of business problems relating to Marketing, HR, and Finance.



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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus w.e.f. 2018-19

MBA SYLLABUS

Papers of 100/50 marks each

First Semester: 7 Compulsory Papers of 100 marks each & 2 Compulsory Papers of 50 marks each = 800 Marks

	Paper	Paper Code	Marks	Credit
Semester - I	Management Processes and Organizational Behaviour	MBA- 101	100	4
	Managerial Economics	MBA- 102	100	4
	Quantitative Techniques for Business	MBA- 103	100	4
	Accounting for Managers	MBA- 104	100	4
	Business Legislation	MBA- 105	100	4
	Business Ethics and Corporate Social Responsibilities	MBA- 106	100	4
	Business Communication	MBA- 107	100	4
	Computer Applications in Business	MBA- 108	50	2
	Computer Practical	MBA- 199	50	2

Second Semester: 7 Compulsory Papers of 100 marks each & 2 Compulsory Papers of 50 marks each = 800 Marks

	Paper	Paper Code	Marks	Credit
Semester - II	Financial Management	MBA- 201	100	4
	Marketing Management	MBA- 202	100	4
	Human Resource Management	MBA- 203	100	4
	Research Methodology	MBA- 204	50	2
	CBCS	204	50	2
	Operations Research	MBA- 205	100	4
	Production Management	MBA- 206	100	4
	Project Report on Field Study	MBA- 207	100	4
	Project Viva	MBA- 208	100	4

Third Semester: 6 Specialization Papers (4 from Major and 2 from Minor) of 100 Marks each and 1 Compulsory Paper of 100 Marks each and 2 Compulsory Papers of 50 Marks each = 800 Marks

Semester - III	Paper	Paper Code	Marks	Credit
	Minor Specialization Paper	MBA- 301	100	4
	Minor Specialization Paper	MBA- 302	100	4
	Entrepreneurship Development	MBA- 303	100	4
	Business Environment	MBA- 304	50	2
	CBCS	304	50	2
	Major Specialization Paper	MBA- 305	100	4
	Major Specialization Paper	MBA- 306	100	4
	Major Specialization Paper	MBA- 307	100	4
	Major Specialization Paper	MBA- 308	100	4

Fourth Semester: 3 Specialization Papers (2 from Major and 1 from Minor), and 5 Compulsory Papers of 100 Marks each = 800 Marks

Semester - IV	Paper	Paper Code	Marks	Credit
	Minor Specialization Paper	MBA- 401	100	4
	Major Specialization Paper	MBA- 402	100	4
	Major Specialization Paper	MBA- 403	100	4
	International Business	MBA- 404	100	4
	Strategic Management	MBA- 405	100	4
	Business Plan Development	MBA- 406	100	4
	Dissertation	MBA- 407	100	4
	Grand Viva	MBA- 408	100	4



VIDYASAGAR UNIVERSITY

Structure of the Syllabus (2018-19)

MBA SYLLABUS

Papers of 100 marks each

Major Specialization Groups (Contd.)

Operations and Systems

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

MBA-301 for Minor /MBA-305 for Major Decision Science and Software Engineering

MBA-302 for Minor /MBA-306 for Major Structured Systems Analysis & Designing

MBA-307 Programming Languages & Computer Networking

MBA-308 Web Development of Internet Applications

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

MBA-401 for Minor / MBA-402 for Major E-Commerce Programming Languages

MBA-403 Information Technology Enabled Services

Specialization Groups (Offered only as Minor Specialization)

Retail Management

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

MBA-301 Retail Management: Theory and Practice

MBA-302 Retail Merchandising Management

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

MBA-401 Sectoral Retailing

Logistics and Supply Chain Management

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

MBA-301 Materials Management

MBA-302 Logistics, Transport and Supply Chain Management

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

MBA-401 E-Logistics



VIDYASAGAR UNIVERSITY
Structure of the Syllabus (2018-19)
MBA SYLLABUS
Papers of 100 marks each
Minor Specialization Groups (Contd.)

Media Management

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

MBA-301 Media Planning & Organization

MBA-302 Media Promotion & New Media

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

MBA-401 Media Laws & Ethics

Pharma Management

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

MBA-301 Bio-Pharma and Immunology

MBA-302 Pharma Marketing

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

MBA-401 Pharmacology and Drug Regulatory Affairs



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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus effective from 2018-19

MBA: FIRST SEMESTER

MBA SYLLABUS

Papers of 100/50 marks each

First Semester: 7 Compulsory Papers of 100 marks each and 2 Compulsory Papers of 50 marks each = 800 Marks

MBA- 101	Management Processes and Organizational Behaviour
MBA- 102	Managerial Economics
MBA- 103	Quantitative Techniques for Business
MBA- 104	Accounting for Managers
MBA- 105	Business Legislation
MBA- 106	Business Ethics and Corporate Social Responsibilities
MBA- 107	Business Communication
MBA- 108	Computer Applications
MBA- 199	Computer Practical

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 101

Subject: Management Processes and Organisational Behaviour

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

Course Contents

1. **Introduction to Management:** Meaning, Nature and Scope of Management, Schools of Management Thought: Scientific Management School, Administrative School, Human Relations School, Behavioural School, and System Approach.
2. **Functions of Management:** Planning: Types, Objectives, Steps, Strategies, Planning Process, Decision Making, Organizational Structure, Formal and Informal Organizations, Organizational Culture, Organizing, Direction, Control, Coordination, and Communication.
3. **Organization Behaviour:** Concept, Importance, Significance and Role of OB, Skills and Roles in an Organization.
4. **Organizational Structure & Design:** Classical, Neo-classical and Modern Theories of Organizational Structure, Organizational Design.
5. **Understanding & Managing Individual Behaviour:** Personality, Perception, Values, Attitudes, Learning & Motivation, Job satisfaction, Morale, Fatigue & Monotony.
6. **Understanding & Managing Group Behaviours & Process:** Interpersonal and Group Dynamics, Communication, Leadership, Managing Change and Managing Conflicts.

References:

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

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 102

Subject: Business Economics

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Objective of the course is to integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions. This form of studying can help to identify themes and trends that could be the cause and effect of good and bad business decisions. It will assist the students in making decisions on risk management, manufacturing, pricing and investment. It has been used in profit and not-for-profit organizations. The purpose of this course is to show how economics analysis can be used in formulating business policies.

Course Contents

1. **Introduction**: Concept and Definition, Nature, Uses, Scope, Managerial Decisions in Economics.
2. **Demand and Supply Analysis**: Analysis of Individual Demand, Determinants of Individual and Market Demand, Elasticity of Demand, Forecasting of Demand; Determinants of Supply, Elasticity of Supply, Determination of Equilibrium Price, Indifference Curve Analysis, Price Determination through Market Forces & Changes in Equilibrium with Economic Application.
3. **Production and Cost Analysis**: Short-run & Long-run Concept of Production, TP,MP,AP, Three Stages of Production, MRTS, Profit Maximization: Choices of Input Combination, Production Function, Returns to Scale, Law of Variable Proportions, Cost, Revenue, Cost Output Relations, Economics of Scale, Economic Profit & Accounting Profit, Short-run Cost & Long-run Cost Functions of Firms and Industry, Diseconomies of Scale and Its Importance from Management Perspective, Break-Even Analysis, and Utility Analysis.
4. **Market Structure**: Different Types of Market and Determination of Equilibrium Price, Pricing Theories and Strategies, Impact of Tax Imposition under Perfect Competition, Natural Monopoly, Market Power, Concept of Excess Capacity, Product Differentiation under Monopolistic Competition, Determination of Equilibrium Price & Output under Oligopoly, Non-collusive Oligopoly, Collusive Oligopoly, Cartels, Market Sharing Cartels, Tacit Collusion.
5. **Basic Issues in Macro Economics**: Concept of National Income, Measurement, Consumption Function, Investment Function Demand and Supply for Money, Inflation & Economy, Infrastructure Management and Policy.
6. **Business Cycles**: Concept, Phases, Theories, Fiscal and Monetary Policies.
7. **Pricing Practices**: Price Discrimination & Dumping in the Real World, Peak Load Pricing, Tying, Bundling, Transfer Pricing, Promotional Pricing & Discounting.
8. **Market Prediction & Failure**: Asymmetric Information: An Introduction to Asymmetric Information, Adverse Selection, Moral Hazard Problem, External Economy & Diseconomy.

References:

1. Samuelson and Nordhaus, *Economics*, Tata McGraw Hill
2. A. Koutsoyiannis, *Modern Microeconomics*
3. Henderson & Quandt, *Microeconomic Theory*
4. K.C.Roychoudhury, *Microeconomics*
5. Salvatore, D., *Microeconomics Theory and Applications*, Oxford
6. J. Dean, *Managerial Economics*
7. Hague, *Managerial Economics*
8. Ahuja H L, *Managerial Economics*, S Chand
9. Bradford, *Managerial Decision Making*
10. P.L.Mehta, *Analysis, Problems, and Cases*, Sultan Chand

11. Sampat Mukhopadhyay, *Managerial Economics in the Global Context*, Central
12. Thomas C R and S Charles Maurice, *Managerial Economics*, The McGraw-Hill Co
13. Damodaran Suma, *Managerial Economics*, Oxford
14. Branson, *Macroeconomic Theory and Policy*
15. Dornbusch R, Stanley Fisher and Richard Startz, *Macroeconomics*, Tata McGraw Hill
16. Ackley, *Macroeconomics: Theory and Policy*
17. Dwivedi D. N., *Macroeconomics Theory and Policy*, Tata McGraw Hill Education Private Ltd.

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 103

Subject: Quantitative Techniques for Business

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

This subject is designed to foster the development of foundational statistical skills that are necessary for day-to-day business analysis. The objectives of this course to develop the students ability to deal with numerical and quantitative issues in business and enable them to use of statistical, graphical and algebraic techniques wherever relevant. It will help the students to understand the Statistical applications in Economics and Management.

Course Contents

1. **Introduction:** Concept & Meaning, Scope, Importance, Statistical Organizations in India, Limitations of Statistics.
2. **Data and Presentation:** Statistical Data, Types, Methods of Collection, Sources, Presentation of Data.
3. **Measures of Central Tendency:** Mean, Median, Mode, Applied Areas in Business.
4. **Measurement of Dispersion:** Relative and Absolute Measures, Variances, Coefficient of Variance, Concept of Skewness, Applied Areas in Business.
5. **Correlation and Regression:** Concept of Correlation, Types, Measures, Concept of Regression, Regression Equation, Trend Equation, Applied Areas in Business.
6. **Index Numbers:** Concept, Types, Measures of Price and Quantity Index, TRT & FRT, CLI, Applied Areas in Business.
7. **Probability:** Theory of Probability, Probability Distributions-Binominal, Poisson, Normal and Exponential.

References:

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

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 104

Subject: Accounting for Managers

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course is designed primarily to assist investors and creditors in deciding where to place their scarce investment resources. Such decisions are important to society, as they determine which industries and companies and even countries will receive the financial resources necessary for growth, and which will not. Many other decision makers also make use of financial accounting information. A company's manager and employees constantly need such information in order to run and control business operations.

Course Contents

1. **Introduction to Accounting**: Concept and Types, Accounting Concepts and Conventions, GAAP, Overview of Accounting Standards in India, Users of Accounting Information, Capital and Revenue.
2. **Accounting Process**: Journal, Ledger, Trial Balance, Profit and Loss, Balance Sheet.
3. **Depreciation Accounting**: Concept and Causes of Depreciation, Straight Line Method, Diminishing Method.
4. **Cost Accounting**: Concepts of Costs, Classification of Costs, Costing for Decision Making, Computation of Statement of Cost, Projected Statement of Cost.
5. **Labour Cost**: Wages, Time Rate, Piece Rate, Incentives and Computation.
6. **Managerial Costing**: Cost –Volume- Profit Analysis.

References:

1. Bhattacharyya, S. K. and Dearden, John, *Accounting for Management: Text and Cases*, Vikas
2. Maheshwari & Maheshwari, *An Introduction to Accountancy*, Vikas
3. Balwani, Nitin, *Accounting and Finance for Managers*, Excel
4. Bhattacharyya, Asish K., *Financial Accounting for Business Managers*, PHI
5. Gupta, Ambrish, *Financial Accounting for Management*, Pearson
6. Mukherjee & Hanif, *Financial Accounting*, TMGH
7. Banerjee, B., *Cost Accounting: Theory and Practice*, Prentice Hall of India

8. Bhattacharyya, Asish K., *Principles and Practice of Cost Accounting*, Prentice Hall of India
9. Horngren, Foster, and Datar, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India
10. Saxena and Vashid, *Advanced Cost and Management Accounting*, Sultan Chand & Sons
11. Jawaharlal, *Cost Accounting*, TMGH

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 105

Subject: Business Legislation

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles.

Course Contents

1. **Contract Act, 1872**: Contract, Essential Elements of Contract, Void and Voidable contract, Breach of Contract.
2. **Partnership Act, 1932**: Definition of Partnership, Partnership Deed, Rights and Duties of Partners, Types of Partners.
3. **Sale of Goods Act, 1930**: Definition of Contract of Sale, Condition and Warranties, Rights of Unpaid Seller Against the Goods, Remedies for Breach.
4. **Consumer Protection Act, 1986**: Aims and Objectives of the Act, Redressal Machinery under the Act, Procedure for Complaints under the Act, Enforcement of Orders and Penalties.
5. **Companies Act, 1956**: Definition, Types of company, Memorandum of Association, Articles of Association, Prospectus, Directors: Power and Duties.
6. **RTI Act, 2005**: Concept, Process.
7. **Protection of Womens' Rights**

References:

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

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 106

Subject: Business Ethics and Corporate Social Responsibilities

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

Students become more effective decision makers by examining the meaning and role of ethics in the business environment, and the social responsibility of business organizations. Students will understand various issues like introduction business ethics; framing business ethics in terms of corporate social responsibility, stakeholders and citizenship; evaluating business ethics using normative ethical theories; making decisions in business ethics using descriptive ethical theories; tools and techniques of business ethics management; business ethics and shareholders, employees, consumers, suppliers, competitors, civil society, government and regulation; the future of business ethics.

Course Contents

1. **Introduction:** Ethics and Management System, Ethical Issues and Analysis in Management, Value Based Organisation.
2. **Management of Ethics:** Analysis of Ethics [Hosmer Model], Steps in Resolving Ethical Dilemma.
3. **Ethical Choices:** Personal Framework for Ethical Choices, Ethical Pressure on Individual in Organisations, Gender Issues, Ecological Consciousness.
4. **Ethical Practice:** Professional Ethics for Functional Managers, Values and Vision in the Strategic Management Process.
5. **Social Responsibilities of Business:** Social Responsibility of Business Stakeholders, Responses of Indian Firms towards CSR.
6. **Corporate Governance:** Concept and Meaning of Corporate Governance, Corporate Governance and Ethics.

References:

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

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 107

Subject: Business Communication

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course will improve the skills and knowledge of communication in the business environment. There is a strong focus on the understanding the theory of communication in the business context and its application to effective business writing at a high level, persuasive and appropriate verbal and non verbal communication, and interpersonal skills across teams and cultures. Consequently, students will undertake the role of a new graduate employee in the workplace and develop responses to a range of current and emerging business issues that they will encounter in the private and public sector.

Course Contents

1. **Communication**: Concept and Meaning, Types, Purpose, and Process, Organizational and Cross Cultural Communication.
2. **Verbal & Non-Verbal Communication**: Barriers of Communication, Listening, Feedback, Presentation Skills, Use of Aids, Public Speaking, and Practice Presentation, Gestures, Postures, & Appearance.
3. **Written Communication**: Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using Simple Words, and Proof Reading.
4. **Report Writing**: Report Planning, Types of Reports, Developing an Outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, and Report Writing.
5. **Writing Business Memos**: Circulars, Notices, Memos, Agenda and Minutes, Maintaining a Diary, Resume/CV, and Press Release, Solicited and Unsolicited Cover Letters.
6. **Writing Business Letters**: Formats, Styles, Types, Facsimiles (Fax), Electronic Mail, and Handling Mail.

References:

1. CDs available with the British Council
2. Kaul, Asha, *Business Communication*.
3. Kroehnert, Gary, *Basic Presentation Skills*. Sidney: McGraw Hill, 2010.
4. *Business Communication – The Basics* by Dr. Partho Pratim Roy: Himalaya Publishing House
5. *Business Communication* by Homai Pradhan & Prof. N.S. Pradhan: Himalaya Publishing House
6. Meenakshi Raman & Parkash Singh, *Business Communications*, Oxford.
7. McGrath, E.H., *Basic Managerial skills For All*, PHI, New Delhi.
8. Lesikar, R and Pettit, J, *Business Communication*, All-India Traveller Bookseller, New Delhi.
9. Monnipally, M.M., *Business Communication Strategies*, TMH, New Delhi.

VIDYASAGAR UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 108

Subject: Computer Applications in Business

Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Course Objective

The rationale for this course is to teach students the theoretical approach to information technology and management information systems within a business/computer science environment. Practical business computer applications will emphasize word processing, spreadsheets, databases, presentation software, and electronic commerce of the Internet.

Course Contents

1. **Introduction**: Components of Computer System, Classification of Computers.
2. **Number System**: Decimal, Binary, Octal, Hexa, Etc., Boolean Logic Operations.
3. **Operating Systems**: Single-user Operating System, Multi-user Operating System.
4. **Data Processing**: Elements, Data Entry, Data Processing, Uses of Excel, and Computer Applications.
5. **Uses of Computer in Managerial Application**: Technology Issues and Data Processing in Organizations, Information System, MIS and Decision Making, System Analysis and Design, Computer Application to Functional Area: Accounting, Inventory Control and Marketing.
6. **Information Technology**: Trends in Information Technology, Internet and Internet based Application.
7. **Web –Designing & App Creating**

References:

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

VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2018-19)
Paper Code: MBA- 199
Subject: Computer Practical

Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Course Objective

The rationale for this course is to teach students the theoretical approach to information technology and management information systems within a business/computer science environment. Practical business computer applications will emphasize word processing, spreadsheets, databases, presentation software, and electronic commerce of the Internet.

Course Contents

1. MS Word
2. MS Excel
3. MS PowerPoint
4. Introduction to SQL
5. HTML

References:

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



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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus effective from 2018-19

MBA: SECOND SEMESTER

MBA SYLLABUS

Papers of 100 marks each

Second Semester: 7 Compulsory Papers of 100 marks each and 2 Compulsory Papers of 50 marks each = 800 Marks

- MBA- 201 Financial Management**
- MBA- 202 Marketing Management**
- MBA- 203 Human Resource Management**
- MBA- 204 Research Methodology**
- 204 CBCS**
- MBA- 205 Operations Research**
- MBA- 206 Production Management**
- MBA- 207 Project Report on Field Study**
- MBA- 208 Project Viva**

VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2018-19)
Paper Code: MBA- 201
Subject: Financial Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this course is to inform the students about the basic concepts of financial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management, what represents the condition of profitable business operations and survival. The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Contents

1. **Introduction:** Concept and Meaning of Financial Management, Nature, Objectives and Scope of FM, FM and Other Functional Areas of Business.
2. **Sources of Business Finance:** Long Term and Short Term Financial Instruments, Working Capital Management, Financing: Short & Long Term.
3. **Valuation:** Concept of Time Value of Money, Valuation Concepts, Valuation of Securities.
4. **Capital Structure:** Concept and Meaning, Theories of Capital Structure, Numerical Problems, Financial and Operations Leverage.
5. **Cost of Capital:** Meaning and Significance of Cost of Capital, Computation of Cost of Capital.
6. **Capital Budgeting:** Concept and Meaning, Types, Computation, Risk Analysis in Capital Budgeting.
7. **Dividend Policy:** Concept, Determinants, Various Models, Numerical Problems.
8. **Mergers and Acquisitions:** Concepts, Types, Process, Motivations behind M & A Activity, Merger Analysis.

References:

1. Brealey, Richard A. and Myers, Stewart C., *Corporate Finance*, MGH, New York
2. Van Horne, James C., *Financial Management and Policy*, Prentice Hall, Delhi
3. Khan, M. Y. and Jain, P. K., *Financial Management*, TMGH, New Delhi
4. Chandra, Prasanna, *Financial Management*, TMGH, Delhi
5. Kishore, Ravi M., *Financial Management*, Taxmann, New Delhi

6. Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi
7. Banerjee, B., *Financial Policy and Management Accounting*, PHI, New Delhi
8. Kapil and Kapil, *Financial Management: Strategy, Implementation and Control*, Pragati Prakashan, Meerut
9. Bhalla, V. K., *Financial Management and Policy*, Anmol Publication, New Delhi.

VIDYASAGAR UNIVERSITY
MBA::SECOND SEMESTER

(Effective from 2018-19)

Paper Code: MBA- 202

Subject: Marketing Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this course is to introduce students to the full range of activities performed by a marketing-oriented manager. This subject is designed to introduce students to the key principles and activities necessary to have an appreciation of the importance of the role that marketing plays in the 'tool kit' of every organisational leader and manager.

Course Contents

1. **Introduction**: Concept, Meaning of Marketing, Evolution, Core Concepts, Selling Vs. Marketing, Marketing Mix.
2. **Marketing Environment**: Micro and Macro Environment of Marketing, Environmental Scanning, Organizing and Control.
3. **Strategic Marketing Planning**: Marketing Information System and Marketing Research, Marketing Planning, Competition Analysis.
4. **Markets**: Understanding Consumer and Industrial Markets, Demand Measurement and Forecasting, Market Segmentation, Targeting and Positioning.
5. **Product and Pricing Decisions**: Product Decisions, Product Mix, Product Life Cycle, New Product Development, Diffusion and Innovation, Branding and Packaging, Brand Extension, Pricing Methods and Strategies.
6. **Promotion Decision**: Promotion Mix, Advertising, Personal Selling, Channel Management, Vertical Marketing Systems, Evaluation and Control of Marketing Effort, Marketing of Services, CRM.
7. **Online Marketing**: Uses of Internet as a Marketing Medium, Other Related Issues Like Branding, Market Development, Advertising and Retailing on the Net.
8. **New Issues in Marketing**

References:

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

VIDYASAGAR UNIVERSITY
MBA::SECOND SEMESTER
 (Effective from 2018-19)
Paper Code: MBA- 203
Subject: Human Resource Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course is to teach the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting.

Course Contents

1. **Introduction**: Concept and Perspective in HRM, Scope, Structure of HR Department, Roles, Functions of HRM, Line and Staff Functions, Differences Between HRM and Personnel Management, HRM in Changing Environment, New Challenges.
2. **Job analysis and Human Resource Planning**: Job Description, Job Specification, Meaning of HRP, Objectives, Process and Techniques.
3. **Recruitment and Selection**: Meaning of Recruitment, External and Internal Sources of Recruitment, Selecting Human Resources, Placement and Induction.
4. **Training and Development**: Meaning of Training and Development, Methods of Training and Development, Career Management, Talent Management.
5. **Performance Appraisal**: Meaning, Traditional and Modern Methods, Problems in Appraisal, Potential Assessment, Basic Issues in Compensation Management.
6. **Exit Policy and Implications**: Meaning, Concept, Importance, Implications in Organisations.
7. **HRM for Multinational Organizations**

References:

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

VIDYASAGAR UNIVERSITY
MBA::SECOND SEMESTER
(Effective from 2018-19)
Paper Code: MBA- 204
Subject: Research Methodology

Full Marks: 50

No. of Classes: 20 Hours

2 Credits

Course Objective

The aim of the course is to provide students with an introduction to research methods and report writing. Upon successful completion of the course, students are expected to develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling and to have basic knowledge on qualitative research techniques. They will gain adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis and to have basic awareness of data analysis-and hypothesis testing procedures.

Course Contents

1. **Introduction:** Meaning, Objectives, Types of Research: Exploratory Studies, Descriptive Studies, Causal Studies, Action Research, Conclusive Research, Research Methods and Methodology, Steps of Research Methodology, Quantitative & Qualitative Methods.
2. **Scaling:** Types of Scale, Attitude Measurement, Parametric and Non- Parametric Test (One Sample Sign Test, Wilcoxon Signed Rank Test, Mann-Whitney U Test.

3. **Sampling:** Sample and Sampling, Need, Types, Determination of Sample Size, Reliability, Validity, Sampling Theory and Sampling Distributions, Sampling Errors.
4. **Hypothesis:** Normal Distribution, Test of Hypothesis, Types of Error in Testing of Hypothesis, Large and Small Sample Tests, t, Z, F and Chi-square Tests, Analysis and Interpretation of Data.
5. **Report Writing:** Steps in Report Writing, Layout and Types of Report Presentation.
6. **Methods of Data Collection:** Primary Data Collection Methods: Observation, Interview, Case Studies, Documentary Sources, Questionnaire Methods, Questionnaire Designing using Scaling Technique, Secondary Data Collection Methods: Classification of Secondary Data, Benefits & Drawbacks of Secondary Data, Evaluation of Secondary Data.
7. **Data Analysis & Interpretation:** Multivariate Analysis: Basic Concepts and Types of Multivariate Techniques, Factor Analysis, Multiple Regression Analysis, Time Series & Forecasting.

(Unit 6 and 7 will be offered to those not having CBCS)

References:

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

CBCS

Fundamentals of Marketing & Selling

Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Course Objective

Course Contents

1. **Introduction to Marketing:** Concept, Scope and Importance of Marketing, Marketing Mix.
2. **Market Analysis and Selection:** Marketing Environment, Macro and Micro Components and Their Impact on Marketing Decisions, Buyer Behaviour, Consumer Decision Making Process.

3. **Sales Management and Organisation:** Objectives of Sales Management, Sales Management and Control, Sales Organisation, Purpose, Types of Sales Organisation.
4. **Sales Operations:** Sales Budget, Sales Territories, Sales Quota's, Control of Sales, Showroom and Exhibitions.
5. **Salesmanship:** Sales Manager- Qualities and Functions, Types of Salesman, Prospecting, Pre-Approach & Approach Selling Sequence.
6. **Sales Force Management:** Recruitment & Selection, Formulation & Conduction of Sales Training Programme.

References:

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

VIDYASAGAR UNIVERSITY
MBA::SECOND SEMESTER
 (Effective from 2018-19)
Paper Code: MBA- 205
Subject: Operations Research

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

This course aims at familiarizing the students with quantitative tools and techniques, which are frequently applied to business decision-making & to provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.

Course Contents

1. **Introduction:** Concept and Meaning, Role and Scope of Operations Research, Applied Areas of OR in Management.
2. **Linear Programming:** Concept and Meaning, Formulation of LPP, Graphical and Simplex Method, Sensitivity Analysis, Duality.
3. **Assignment & Transportation Problems:** Concepts, Formulation, Solution Methods, Optimization Techniques, Degeneracy.
4. **Inventory Control:** Meaning, Types of Inventory, Types of Cost in Inventory Control, Controlling Techniques, Deterministic Models.
5. **Queuing Theory:** Concept, Assumptions, Analysis of Queue System, Applications.

6. **Network Analysis:** PERT and CPM, Net Work Construction, Time Estimation, Slacks and Floats, Critical Path.
7. **Decision Theory:** Managerial Decision Making, Decision Analysis & Decision Tree, Decision under Uncertainty.

References:

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

VIDYASAGAR UNIVERSITY
MBA::SECOND SEMESTER
 (Effective from 2018-19)
Paper Code: MBA- 206

Subject: Production Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The aim of the course is to discuss the functions of the production manager, the process of selecting an appropriate location for a manufacturing unit, and appropriate placement of men, machinery and equipment within the manufacturing unit. The course also covers the aspects of procuring the right quantity of material and at the right time for use in production, efficient storage of material, and the appropriate placement of machines to achieve the desired production levels.

Course Contents

1. **Introduction:** Concept and Meaning, Role and Scope of Production Management, Nature and Types of Production.
2. **Facility Location:** Plant Location, Choice and selection, Plant Layout, Types of Layout, Layout Planning and Analysis, Criteria for a Good layout.
3. **Production Planning and Control:** Demand Forecasting for Production, Production Process Analysis, Determinants of Products Mix, Production Scheduling.
4. **Work Measurement:** Work Sampling, Time Study, Method Study, Motion Study.

5. **Statistical Quality Control**: Concept and Meaning of Quality Control, Objectives, Statically Quality Control, Control Charts.
6. **Total Quality Management (TQM)**: Concept, Features, Objectives, Kaizen 5-S Practice of TQM, Quality Control by Juran, Quality Circles.
7. **Process Control, CAD, CAM, & CIM**

References:

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

VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2018-19)
Paper Code: MBA- 207
Subject: Project Work on Field Study
Full Marks: 100 4 Credits

Course Objective

It is an organized method or activity of enhancing and improving skill set and knowledge of management students which boost their performance and consequently helping them to meet their career objectives. Training is crucial for students because it is the best way to acquire as much mastery about their field as possible which helps in building confidence of the students. Training helps students to acquire the latest techniques, skills, methodologies and to build a strong foundation for their career growth. It helps in boosting the career of students, since by the end of this training; students are turned into professionals in their specialized area.

Note: 'Project Work on Field Study' will be of 6-weeks duration during the period to be decided by the Department, preferably during the months of **April & May** every year.

VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2018-19)
Paper Code: **MBA- 208**
Subject: Project Viva
Full Marks: 100 4 Credits

Course Objective

The main objective of project viva is to evaluate the training performance of the students. It is viewed that whether the students have gained the practical knowledge where the students have undergone for training. Students are asked to present a report before the examiners for the purpose of evaluation.

Note: After completion of project work on field, project viva will be taken place in the Department before the Internal and External examiners.



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Fax: 91-3222-275329,
DEPARTMENT OF BUSINESS ADMINISTRATION
Structure of the Syllabus (Effective from 2018-19)

208 Third Semester
209 MBA SYLLABUS

Papers of 100 marks each

**Third Semester: 6 Specialization Papers (4 from Major and 2 from Minor) and
1 Compulsory Paper of 100 Marks each and 2 Compulsory Papers
of 50 Marks each = 800 Marks**

MBA- 301 Minor Specialization Paper
MBA- 302 Minor Specialization Paper
MBA- 303 Entrepreneurship Developments
MBA- 304 Business Environment
304 CBCS
MBA- 305 Major Specialization Paper
MBA- 306 Major Specialization Paper
MBA- 307 Major Specialization Paper
MBA- 308 Major Specialization Paper

Specialization Papers

Finance

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

MBA- 301 for Minor / MBA- 305 for Major Advance Financial and Management Accounting

MBA- 302 for Minor / MBA- 306 for Major Banking & Financial Institutions

MBA- 307 Security Analysis and Portfolio Management

MBA- 308 Working Capital Management

Marketing

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

MBA- 301 for Minor / MBA- 305 for Major Sales and Distribution Management

MBA- 302 for Minor / MBA- 306 for Major Service Marketing

MBA- 307 Consumer Behaviour

MBA- 308 International Marketing

Human Resource

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

MBA- 301 for Minor / MBA- 305 for Major Labour Law-I

MBA- 302 for Minor / MBA- 306 for Major Industrial Relations

MBA- 307 Human Resource Development

MBA- 308 Compensation Management

Strategic Human Resource Management

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

MBA- 301 for Minor / MBA- 305 for Major Introduction to Strategic HRM

MBA- 302 for Minor / MBA- 306 for Major Investment Prospective of HR

MBA- 307 Aligning HRM with Business Strategies

MBA- 308 Alternative HR Systems

Retail and Supply Chain Management

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

MBA -301 for Minor / MBA – 305 for Major Introduction to Retailing

MBA - 302 for Minor / MBA – 306 for Major Retail Marketing Strategies

MBA - 307 Store Design, Retail Formats and Merchandising Management

MBA - 308 Retail Sales Management

Strategic Marketing Management

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

MBA- 301 for Minor /MBA- 305 for Major Logistics and Sales Management

MBA- 302 for Minor /MBA- 306 for Major Consumer Psychology

MBA- 307 Strategic Marketing Environment

MBA- 308 Marketing of Financial Services

Business Data Analytics & Data Science

MBA- 301 for Minor /MBA- 305 for Major Subject: Introduction to Analytics
MBA- 302 for Minor /MBA- 306 for Major Subject: Fundamentals of Data Analytics
MBA- 307 for Major Subject : Social Media Analytics
MBA- 308 for Major Subject: Analytics Process

Digital Marketing

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

MBA- 301 for Minor /MBA- 305 for Major Basic Principles of Digital Marketing
MBA- 302 for Minor /MBA- 306 for Major SEO and SEM Strategies
MBA- 307 Content Marketing Processes
MBA- 308 Email Marketing

Banking and Strategic Finance

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

MBA- 301 for Minor /MBA- 305for Major Personal Financial Planning
MBA- 302 for Minor /MBA- 306 for Major Bank Management
MBA- 307 Mutual Funds
MBA- 308 Capital Markets

Systems

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

MBA- 301 for Minor / **MBA- 305** for Major Decision Science and Software Engineering
MBA- 302 for Minor / **MBA- 306** for Major Structured Systems Analysis & Designing
MBA- 307 Programming Languages & Computer Networking
MBA- 308 Web Development of Internet Applications



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DEPARTMENT OF BUSINESS ADMINISTRATION
Structure of the Syllabus (Effective from 2018-19)

MBA: Third Semester
MBA SYLLABUS
Papers of 100 marks each

Minor Specialization Groups

Retail Management

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

MBA- 301 Retail Management: Theory and Practice

MBA- 302 Retail Merchandising Management

Logistics and Supply Chain Management

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

MBA- 301 Materials Management

MBA- 302 Logistics, Transport and Supply Chain Management

Media Management

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

MBA- 301 Media Planning & Organization

Pharma Management

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

MBA- 301 Bio-Pharma and Immunology

MBA- 302 Pharma Marketing

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Finance

Paper Code: MBA- 301 for Minor / MBA- 305 for Major

Subject: Advance Financial & Management Accounting

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course covers introductions to both financial accounting and management accounting. The first part of this course provides students with an introduction to financial accounting, and highlights aspects of financial reporting that are important to users of financial information. It covers the preparation of key financial statements and the frameworks of accounting regulation. The second part to the course provides students with an introduction to management information and cost management, managerial decision making and performance measurement.

Course Contents

1. **Partnership Accounts**: Admission, Retirement, Death, Dissolution and Cash Distribution.
2. **Issue of Shares**: Issue, Forfeiture, Purchases of Business, Liquidation.
3. **Valuation of Shares**: Valuation of Equity Shares and Preference Shares.
4. **Amalgamation, Absorption, Reconstruction**: Amalgamation: Forms (Merger and Acquisition or Absorption), Motives, Procedures: Accounting for both the Forms of Amalgamation (Merger and Purchase), Computing Purchase Consideration, Reconstruction: External and Internal (Capital Reduction), Internal Reconstruction: Objectives, Procedure, and Accounting.
5. **Holding Company Accounts**: Concepts of Holding and Subsidiary Consolidated Balance Sheet.
6. **Ratio Analysis, FFS and CFS**: Meaning and Types of Financial Statements, Objectives and Methods of Financial Statements Analysis, Ratio Analysis, Classification of Ratios: Profitability Ratios, Turnover Ratios, Liquidity Ratios, Turnover Ratios, Advantages of Ratio Analysis, Limitations of Accounting Ratios. Funds Flow Statement as per Indian Accounting Standard, Cash Flow Statement.

7. **Standard Costing and Budgetary Control:** Meaning of Standard Cost and Standard Costing, Advantages and Application, Variance Analysis – Material, Labour and Overhead (Two-Way Analysis), Variances.
8. **Responsibility Accounting:** Meaning, Objectives and Structure of Responsibility Accounting as a Divisional Performance Measurement. Types of Responsibility Centers: Cost/Expense Centers, Profit Centers, Investment Centers.

References:

1. Atrill, P., & McLaney, E. (2009). *Management Accounting for Decision Makers (6th Ed.)*. Essex, Pearson Education Ltd.
2. Bhimani, A., Horngren, C.T., Datar, S.M. (2013), *Management and Cost Accounting*. Financial Times Prentice Hall, Harlow.
3. The Essence of *Financial Accounting* by Chadwick, L. PHI, 2nd Edition

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Finance

Paper Code: MBA- 302 for Minor / MBA- 306 for Major

Subject: Banking & Financial Institutions

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course is to provide an introduction to the theory of corporate finance, financial intermediation, and financial markets. Students will understand the fundamental basis for deposit and credit, corporate and consumer loan services, credit cards and electronic banking services, letter of credits and international bill receiving, collateral and letter of assurance.

Course Contents

1. **Introduction:** Importance of Banking to Business, Types of Banks and Their Functions.
2. **RBI:** Roles and Functions of RBI.
3. **NABARD:** Role and Functions of NABARD.
4. **Rural Banking:** Rural Banking System in India.
5. **Banking Sector Reforms:** Reforms in India, NPA, Capital Adequacy Norms.
6. **Development Banking:** IDBI, IFCI, SFCs, UTI, SIDBI.

7. **E-banking:** Transactions: Inter Banking - Intra Banking, Electronic Payments: Payment - Gateway Example, Securities in E-banking: SSL - Digital Signatures – Examples, Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), NEFT & RTGS.

8. **Financial Services:** Mutual Fund, Debt Fund, & Market for Financial Services.

References:

1. Dr. P.K Srivastava, *Banking Theory and Practice*, Himalaya Publishing House
2. Paul J and Suresh P, *Management of Banking and Financial Service*, Pearson Education.
3. Shekar K.C and Shekar L, *Banking Theory and Practice*, Vikas
4. Avasthi A, *Impact of Technology in Banking Sector*, Shroff Publishing
5. Bhole L M, *Financial Institutions and Markets*, McGraw Hill.

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Finance

Paper Code: MBA- 307

Subject: Security Analysis and Portfolio Management

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

The primary objective of this course is to familiarize the student with basic concepts of Securities Analysis and Portfolio Management and its various tools and techniques to facilitate the managers in managing their portfolio. The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents

1. **Introduction to Securities and Security Market:** Security, Different Types of Securities Traded in Capital Market, Investment vs. Speculation, Misconceptions about Speculation, Role of Stock Exchanges in Security Trading, Stock Exchanges in India, SEBI: Powers and Functions, Stock Market Indices.
2. **Risk and Return of Securities:** Elements in Return, Measurement of Return, Yield-to-maturity, Measurement of Risk, Components of Systematic and Unsystematic Risk, Markowitz's Mean, Variance Rule, 'Beta': its Calculation and Interpretation.
3. **Analysis for Equity Investment:** Objectives, Classification, Fundamental Analysis: Economy Analysis, Industry Analysis and Company-level Analysis; Technical Analysis: Dow Theory, Classical Tools and Modern Tools; Fundamental Analysis vs. Technical Analysis.

4. **Efficient Market Theory:** Basic Concepts, the Random-Walk Theory, Weak Form of EMH, Semi-Strong Form of EMH, Strong Form of EMH, Market Efficiency and Analysis for Investment.
5. **Valuation of Securities:** Concept of Valuation, Valuation of Debentures, Preference Shares and Equity Shares.
6. **Portfolio Risk and Return:** Formation of Portfolio and Concept of Diversification, Objectives of Portfolio Management, Calculation of Portfolio Return, Calculation of Portfolio Risk, Capital Asset Pricing Model and others.
7. **Managed Portfolios and Performance Evaluation:** Classification of Managed Portfolios, Advantages of Managed Portfolios, Different Styles of Portfolio Management, Conventional Theories of Performance Evaluation, Evaluation of Performances of Different Portfolios.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Finance

Paper Code: MBA - 308

Subject: Working Capital Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The primary objective of working capital management is to ensure smooth operating cycle of the business. Secondary objectives are to optimize the level of working capital and minimize the cost of such funds. The objective of the course is to acquaint the students with the importance of the working capital and techniques used for effective working capital management.

Course Contents

1. **Introduction:** Working Capital Management: Concepts, Assessment of Requirement, Sources of Financing Working Capital, Working Capital Control and Banking Policy: Recommendations of Tandon and Chore Committee.
2. **Cash Management:** Management of Cash: Objectives of Cash Holding, Cash Planning, Cash Budget, Forecasting Cash Flows, Uncertainty in Cash Flow Forecasting, Hedging Cash Flow Uncertainties, Management of Surplus Cash, Cash Management Models.
3. **Management of Receivables:** Managing Receivables: Meaning, Objectives, Dimensions; Formulation of Credit and Collection Policies, Designing Credit Terms, Discount, The Discount Period and The Credit Period, Collection Policies and Procedures, Cost Benefits Analysis, Trade Off, Evaluation of Existing and Proposed Policies.
4. **Inventory Management:** Inventory: Meaning, Objectives, Need and the Importance of Its Management, Determination of Optimum Level, Types of Inventory, Inventory Models, Order Quantity, E.O.Q. Model, Order Point, Safety Stock, Analysis of Investment in Inventory, ABC Analysis, Aging Schedule of Inventory.
5. **Working Capital Index**

References:

1. Bhalla, V. K., Working Capital Management, Text and Cases, Anmol Publications
2. Chandra, Prasanna, Financial Management Theory and Practice, Tata McGraw Hill
3. Pandey, Financial Management, Vikas
4. Scherr, F. C., Modern Working Capital Management, Prentice Hall of India.
5. Periasamy, P., Working Capital Management Theory Practice, Himalaya
6. Sharma, Dheeraj, Working Capital Management, Himalaya.
7. Banerjee, R.P., Working Capital Management, Everest Publishing, New Delhi.

Vidyasagar University
MBA: THIRD SEMESTER
 (Effective from 2018-19)

Major Specialization Groups
Specialization: Marketing

Paper Code: MBA - 301 for Minor / MBA - 305 for Major
Subject: Sales and Distribution Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Ultimate goal of a business is to sale the organization's output that is goods and services. This course explains the process and techniques of selling. In selling, distribution plays an important role and it is hardly possible to make an effective selling without proper distribution system. Therefore, it is vital to enhance the knowledge about the management of distribution system of a business including, selection of channel members, sales force, sales territory and so on. The students of this course will get a proper insight about the sales and distribution management that

they can perform at a highest level in their corporate life as well as will compete with their competitors in this competitive market.

Course Contents

- 1. Introduction to Sales Management:** Nature and Scope, Personal Selling: Objectives, Strategies, Sales Territories, Sales Quotas.
- 2. Introduction to Distribution Management:** Need and Scope, Physical Distribution, Distribution Planning, Distribution Management in International Markets.
- 3. Sales Force:** Concept of Sales Force, Designing Strategy and Structure, Determining the Kind of Sales People and Size of the Sales Force, Evaluating Sales Force Performance and Controlling Sales Activities, Improving Sales Productivity.
- 4. Marketing Channels:** Structure and Functions, Channel Design, Channels for Consumer Goods, Industrial Goods, and Services, Integrated Marketing Channels: Horizontal, Vertical, Multi-Channel Marketing Systems, Channel Conflicts, Managing Channel Conflicts, International Marketing Channels.
- 5. Market Logistics:** Definition, Scope of Logistics, Components, Inventory Warehouse Management, Transportation, Channel Information Systems, Reverse Logistics, Integrated Logistic Planning..
- 6. Supply Chain Management:** Concept, Significance, Components, Order Processing, Material Handling.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Marketing

Paper Code: MBA - 302 for Minor / MBA - 306 for Major

Subject: Service Marketing

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this course is to provide an in-depth knowledge regarding the services marketing. It is difficult to make customer satisfaction with the services because of this some specific characters. On the other hand, scope of services marketing is sky rocketing with the advancement of technology in 21st century and a wide range of opportunities are exists. A proper concept is required to taped this untapped market opportunities. This course is effective for getting a relevant knowledge about the marketing of services that leads to sustainable development over the period of time.

Course Contents

1. **Industrial Services:** Importance of Services Marketing, Services Marketing Management Process, Introduction to Services Marketing Mix, People, the Key Role of Service Employees in a Service Business, Concept of Service Encounter, Moment of Truth; Physical Evidence: Nature, Importance, Services Cape; Process Service: as a Process, as a System, Different Aspects and Managerial Challenges, Strategies for Managing Inconsistency, Employee and Customer: Roles in Services.
2. **Segmentation:** Targeting and Positioning of Services, Services Design and Development, Service Blueprinting, Service Process, Managing Service Personnel, Service Life Cycle, Service Design, Service Guarantee.
3. **Pricing of Services:** Factors Involved in Pricing a Service Product, Demand Variation and Capacity Constraints, Capacity Planning, Measures to Respond to Changes in Demand, Reshaping Demand Using Effective Pricing.
4. **Service Promotion:** Promotion Objective for Services, Managing the Integrated Services Communication Mix, Personnel Selling, Advertising and Sales Promotion, Role of Relationship Marketing In Promoting Services.
5. **Customer Satisfaction:** Monitoring and Measuring Using ITES, Understanding Customer Expectations and Zone of Tolerance, Order Taking and Fulfillment, Service Guarantee, Handling Complaints, Defects, Failures and Recovery.
6. **Quality in Services:** Concept and Importance, Service Quality Models: Parsuraman, Zeithamal - Bitner (PZB), Gaps Model, SERVQUAL And SERVPERF, Gronroos Model.
7. **Distribution Strategies for Services:** Challenges in Distribution of Services, Role of Internet in Distribution of Services, E-Services.
8. **Marketing Applications in Select Service Industries:** Hospitality Services, Airlines, Tourism Services, Health Care and Wellness, Banking and Insurance Services.

9. **Services in Global Perspective:** International Marketing of Services: Recent Trends, Principal Driving Force, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

References:

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

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2018-19)
Major Specialization Groups
Specialization: Marketing
Paper Code: MBA - 307
Subject: Consumer Behaviour

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Consumers are the heart of business. Every business has an intention to survive in this competitive market place by fulfilling the needs of customers. But customer needs are highly flexible and difficult to predict their behaviour. This course disclosed an effective guideline to cope up with the behavioral aspect of customers over the time and understand the factors which influence behaviour of customers including firms' stimulus, socio-cultural environment and various psychological construct.

Course Contents

1. **Consumer Behaviour:** Concept, Diversity, Application of Consumer Behaviour Principles to Strategic Marketing, Characteristics of Indian Consumers.
2. **Individual Determinants of Consumer Behaviour:** Consumer Needs, Motivation: Positive and Negative Motivation, Rational versus Emotional Motives; Attention, Perception and Consumer Imagery, Learning and Memory, Consumer Attitudes Formation and Change, Consumer Values and Lifestyles, Consumer Innovativeness and Personality Traits.

3. **External Determinants of Consumer Behaviour:** Influence of Culture and Subculture, Social Class, Reference Groups and Family Influences, Diffusion of Innovations: the Diffusion Process, the Adoption Process.
4. **Buying Decision Process:** Problem Recognition, Information Search, Alternative Evaluation, Decision Rules and Selection, Outlet Selection and Purchase, Post Purchase Behaviour and Customer Satisfaction, Concept of Involvement, Extensive Problem Solving, Limited Problem Solving, Routinized Responsive Behaviour.
5. **Basic Models of Consumer Behaviour:** Engle Kollatt-Blackwell Model, Howard-Sheth Model, Bettmans Model and Nicosia Model.
6. **Organizational Buying:** Concept, Comparison with Consumer Buying, Organizational Customers, Governmental Agencies / Institutions, Classifying Organizational Products, Unique Characteristics of Organizational Procurement.
7. **External Determinants of Organizational Buying:** Economic Influence, Political Influence, Legal Influence, Suppliers Influence, Technology Influence, Customer Influence, Government Influence, Labour Influence, Analyzing Buyers Strengths Negotiation Capabilities.
8. **Customers Buyer Motives & Organizational Buying Decision :** Organizational Buying Activities, Objectives in Organizational Buying, Buying Centers and Multiple Buying Influencers, The Organizational Buying Decision Process, Joint Decision Making, The Buy Grid Model, Organizational Buying Center, The Buying Committee, Supplier Choice and Evaluation, Buying Tasks, Interpersonal Influencing in Organizational Buying.

References:

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

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2018-19)

Major Specialization Groups

Specialization: Marketing

Paper Code: MBA - 308

Subject: International Marketing

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course of international marketing offers an insight relating to doing business overseas. The concept of globalization emerges with the business houses and creates lot of scope to enter into the global frontier. A proper knowledge regarding the overseas market, customers, competitors and environment is required to capture the market worldwide and minimize the risk and uncertainties. So, this course will be helpful for the students to enrich knowledge about the international as well as worldwide business perspectives and leads them to reach at the level of their expectations.

Course Contents

1. **International Marketing**: Concept, Scope & Objectives, Challenges and opportunities, Management Process, Environment, E.P.R.G Framework.
2. **International Market Segmentation and Positioning**: Screening and Selection of Markets, International Market Entry Strategies, Exporting, Licensing, Contract Manufacturing, Joint Venture, M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.
3. **International Product Strategies**: Product Designing, Product Standardization vs. Adaptation, Managing Product Line, International Trade Product Life Cycle, New Product Development, Adoption and Diffusion of New Products, Building Brands in International Markets.
4. **Pricing for International Markets**: Factors Affecting International Price Determination, Price Quotations and Terms of Sale, Transfer Pricing, Dumping, Price Escalation, Balance of Trade, Balance of Payments.
5. **International Promotion**: Advertising and Other Modes of Communication, Global Advertising Regulations, Media and Message Considerations, Planning for Trade Fairs and Exhibitions.
6. **Introduction to MNE**: Definition and Features, Why the MNEs Go Abroad?, Theory of Capital Transfer, Rationale of International Trade, Adam Smith's Theory of Absolute Advantage, Ricardo's Theory of Comparative Advantage, Foreign Direct Investment in the Era of Liberalization.
7. **Managing International Distribution and Promotion**: Distribution Channel Strategy, International Distribution Channels, their Roles and Functions, Selection and Management of Overseas Intermediaries, International Distribution Logistics, Use of Online Channels for International Marketing Operations.

8. **Emerging Trends in International Marketing:** Regionalism v/s Multilateralism; Free Trade vs. Restricted Trade, Forms of Protection, Kinds of Tariff and their Effects, State Trading, Trade Blocks.
9. **International Regulatory Institutions:** Important Grouping in the World; Legal Dimensions in International Marketing, GATT, WTO, Overview of EXIM Policy, Rules for Successful Exporting, World Bank and IMF.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Human Resource

Paper Code: MBA - 301 for Minor / MBA - 305 for Major

Subject: Labour Law-I

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

The basic objective of the course is to provide the students about elementary ideas and the logic of the labour law. In that respect, the students will be acquainted with the legal norms regulating employment contract, labour relations and the rights and obligations of employees and employers.

Course Contents

1. Industrial Disputes Act, 1947
2. Standing Order Act, 1946
3. Minimum Wage Act, 1948
4. Payment of Wage Act, 1936
5. Equal Remuneration Act, 1976
6. Payment of Bonus Act, 1965

N.B: (Important provisions only, including all major revisions up to 30.06.2017)

References:

1. Padhi P K : *Labour and Industrial Laws*, PHI, India
2. Taxman's *Labour Laws* 2017
3. Various Bare Acts.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2018-19)
Major Specialization Groups
Specialization: Human Resource
Paper Code: MBA - 302 for Minor / MBA - 306 for Major
Subject: Industrial Relations
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course aims to equip students with a perspective of industrial relations and collective bargaining. It will cover IR systems, the external environment affecting IR, management and trade union activity at the strategic, functional and workplace levels, collective bargaining, industrial democracy and India's IR experience.

Course Contents

1. **Industrial Relations:** Concept, Scope, Approaches, Industrial Relations System.
2. **Industrial Relations in India:** Labor Policy in Five Year Plans, Role of State, Role of Management, Role of Trade Unions.
3. **Industrial Disputes:** Meaning, Causes, Effects, Trends, Methods and Machinery for the Settlement of Industrial Disputes, Collective Bargaining.
4. **Employee Discipline:** Meaning, Types, Code of Discipline, Disciplinary Action, Grievance Handling.
5. **Worker Participation in Management:** Concept, Process, WPM Scheme in India, Tripartite Bodies, ILO, Industrial Relations and the New Economic Reforms.
6. **Trade Unions:** Meaning, Objectives, Functions, Theories, Structure of Trade Unions, Trade Union Movement in India, Leadership, Finance, Union Politics, Inter Union Rivalry.
7. **Congruence between Corporate Welfare Initiatives & Trade Unionism.**

References:

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

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2018-19)

Major Specialization Groups

Specialization: Human Resource

Paper Code: MBA - 307

Subject: Human Resource Development

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmes. The course will include topics related to design, development, implementation and evaluation of HRD programmes. In addition to HRD Process, it would cover a number of HRD interventions like coaching, mentoring, and counseling.

Course Contents

1. **HRD:** Concept, Definition, Importance, Evolution, Functions of HRD, Organization of HRD Function, Elements of Good HRD.
2. **HRD and Performance Appraisal:** Meaning, Features, Objectives, Performance Appraisal Methods: Bench Marking, Balanced Score Card, HR Score Card, HRD Audit, VIRO Framework.
3. **Employee Training and Development:** Meaning, Objectives, importance of training, Differences among Training, Development and Education, On and Off the Training Programmes for Workers, MDP, and Evaluation of Training.
4. **HRD and QC:** Meaning, Characteristics, Objectives, Structure, Functions of QC Members.
5. **Quality of Work Life:** Deming's Principles, Career Planning and Stages, Competencies and Competency Mapping, Succession Planning.

6. **Organizational Development**: Organizational Changes and Development, Organizational Effectiveness.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Human Resource

Paper Code: MBA - 308

Subject: Compensation Management

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job

analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Course Contents

1. **Concepts and Theories of Wages**: Concept of Wages, Wage Theories.
2. **Wage and Salary Administration**: Meaning of Wage and Salary Administration, Objectives, Principles, Factors Influencing Wages and Salary.
3. **Job Evaluation**: Concept, Meaning, Objectives, Methods of Job Evaluation, Wage Differentials.
4. **Systems of Wage Payment**: Time Rate System, Piece Rate System, Incentive Systems of Payment, Linking Wages with Productivity, Fringe Benefits.
5. **Wage Fixation**: Determination of Wages, Machinery for Wage Fixation, State Regulation of Wages.
6. **Labor Market**: Features, Demand and Supply of Labour, Nature and Composition of Indian Labor Force, Unemployment and Underemployment.

7. Multinational, Multilocal and Multifunctional Compensation Management

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2019-20)

Major Specialization Groups

Specialization: Strategic Human Resource Management

Paper Code: MBA - 301 for Minor / MBA - 305 for Major

Subject: Introduction to Strategic HRM

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

To understand the strategic human resource management

Need for Human Resource planning

To understand the concept of Designing and redesigning of work system

To analyses the recruitment drive

To measure the need and effectiveness of Training and Development

To evaluate performance management and feedback

Course Contents

1. **Introduction to Strategic Human Resource Management:** An Organizational Learning Perspective, Understanding Strategic Reorganization of the HR function, Barriers to HR Strategies, Difference between HRM and SHRM, Perspective of Merger and Acquisition.
2. **Human Resource Planning:** Objectives of HRP, Factors affecting HRP, Planning Process, Barriers to HRP and Managerial Succession Planning, Career Management and Talent Management.
3. **Design and Redesign of Work Systems:** Design of Work Systems, How Jobs Interface with Other Jobs, Strategic Work Redesign in Action, Outsourcing and Offshoring and Managing Change.
4. **Staffing:** Recruitment, eRecruitment, Selection, International Assignments and Diversity
5. **Training and Development:** Benefits, Planning and Strategizing Training, Design and Delivery and Evaluation.
6. **Performance Management and Feedback:** Use of the System, who evaluates, what to evaluate and how to evaluate, Measures of Evaluation and other considerations

References:

1. Greer R Charles: *Strategic Human Resource Management: A General Managerial Approach*, Pearson
2. Dessler Gary, Varrkey Biju: *Human Resource Management*, Pearson
3. Armstrong Michael, Baron Angela: *Handbook of Strategic Human Resource Management*, Kogan Page Ltd.
4. Mello Jeffrey A: *Strategic Management of Human Resource*, South-Western Cengage Learning
5. Agarwala Tanuja: *Strategic Human Resource Management*, Oxford Higher Education

MBA: THIRD SEMESTER

(Effective from 2019-20)

Major Specialization Groups

Specialization: Strategic Human Resource Management
Paper Code: MBA - 302 for Minor / MBA - 306 for Major
Subject: Investment Prospective of HR
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

- To understand the investment criteria on human resource.**
- To evaluate the need for investment on Human Resource**
- To understand the challenges faced by investment decisions**
- To analyses the compensation packages**
- To understand the employee separation & Scenario planning in S-HRM**
- To evaluate global S-HRM perspective**

Course Contents

1. **An Investment Perspective of HRM**: Adopting an Investment Perspective, Valuation of Assets, Understanding and Measuring Human Capital and Factors Influencing how “Investment Oriented” an Organization Is.
2. **Challenges in Strategic Human Resource Management**: Impact of Technology, HR Issues and Challenges Related to Technology, Ethical Behavior, Workforce Demographic Changes and Diversity
3. **Compensation**: Equity, Legal Issues in Compensation, and Executive Compensation.
4. **Employee Separations**: Reduction in Force, Turnover, and Retirement.
5. **Global Human Resource Management**: How Global HRM differs from Domestic HRM, Assessing Culture, Effect of cultural diversity, Cultural shock, Strategic HR Issues in Global Assignments, Pre repatriation, Repatriation and The European Union.
6. **Scenario Planning**: Meaning of scenario planning, Usability and SME Strategy.

References:

1. Paleri Prabhakaran: *Human investment Management: Raise the level by Capitalizing Human*, Springer
2. Armstrong Michael, Baron Angela: *Handbook of Strategic Human Resource Management*, Kogan Page Ltd.
3. Mello Jeffrey A: *Strategic Management of Human Resource*, South-Western Cengage Learning
4. Agarwala Tanuja: *Strategic Human Resource Management*, Oxford Higher Education
5. Macmillan G. Lawrence: *Option as a Strategic Investment*, Study Guide

MBA: THIRD SEMESTER

(Effective from 2019-20)

Major Specialization Groups

Specialization: Strategic Human Resource Management

Paper Code: MBA - 307

Subject: Aligning HRM with Business Strategies

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Understanding the changing roles of HR.

To evaluate the need for control points on Human Resource

Knowing Frameworks

To establish link between Outcomes and alignment

To understand learning organization

Analyzing the next generation of HR valuation

Course Contents

1. Introduction and Overview: - Changing Role of HR – HR as a Strategic Partner – The Need for Measuring HR

2. Approaches to Measuring HR: - Competitive Benchmarking – HR Accounting – HR Auditing – HR Cost Monitoring – HR Effectiveness Index – HR Key Indicators – HR MBO – HR Profit Centre – HR Reputation – Return on Investment – Surveys

3. Measuring Specific Impact: - Measuring HR's Contribution to Enterprise Goals – Cost Benefit Analyses for HR Interventions – Measuring HR's Impact on Processes – Measuring HR's Value Added – Balanced Scorecard and HR Scorecard - VRIO Framework

4. Special Issues in Measurement Process: - Principle of Good Measurement – Integrating Alternative Measures of Behavioral and Performance Outcomes – End-to-end HR Value Report – Measuring HR Alignment

5. Learning Organization: Definition, Theories of learning and Learning Organization in 21st Century

6. Conclusion: - The Next Generation HR Valuation – Human Resource Valuation Strategy for Inventing Future, SMAC Technology.

References:

1. Sharma Ekta: *Strategic Human Resource Management and Development*, Pearson
2. Armstrong Michael, Baron Angela: *Handbook of Strategic Human Resource Management*, Kogan Page Ltd.
3. Mello Jeffrey A: *Strategic Management of Human Resource*, South-Western Cengage Learning
4. Shermon Ganesh: *Competency based HRM: A strategic Resource for competency mapping, assessment and development center*, Tata McGraw Hill
5. Macmillan G. Lawrence: *Option as a Strategic Investment*, Study Guide

MBA: THIRD SEMESTER

(Effective from 2019-20)

Major Specialization Groups

Specialization: Strategic Human Resource Management

Paper Code: MBA - 308

Subject: Alternative HR Systems

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

To understand the employment relations

To focus on the needs of Representation in the employment relations

To work on the Organizational processes

To establish the future prospective of managing employment relations

To know Talent Management

Analyzing the Industrial relation v/s Employment relation

Course Contents

1. Employment Relations: Concept, Alternative conceptions, the industrial relations perspective- as a field of study, the parties, processes, Outcomes-Integrating the parties and contexts in employment relations-The changing nature of Employment-Relations in a global economy-Multinational companies and Union responses- Workplace inequality and employment Relations-Workforce diversity.

2. Interpersonal processes in Employment Relations- Factors affecting the effective handling of discipline and Grievance-Representation at Work-Representation Gap- Contemporary developments in

pay and working time Employee Involvement-Redundancy and Insecurity- The intensification of work-
The employment relations climate and its implications

3. Organisational Processes in Employment Relations- Employee Voice-Collective bargaining and pay determination, negotiation, conflict and protest in employment relations.

4. Managing Employment Relations: Managing with trade unions, HRM and ER, Managing ERs in the nonunionized environment. Regulating the employment Relationship-Experiencing and contesting the employment relationship- Future prospects of employment relationship

5. Other Contemporary Issues- Employee Empowerment-Employee engagement - Talent Management - Knowledge Management - Knowledge Workers and Knowledge Organisations -Psychological Contract-Employee Wellbeing-Recent trends in IR, Trade Unionism and Collective bargaining.

6. Industrial Relation vis-a-vis Employment Relations- Commonalities & differences between IR & ER, Factors affecting IR, Major players in IR, Changing trends in IR.

References:

1. Sharma R.C: *Industrial Relations and Labour legislation*, Eastern Economy Edition
2. Gupta Parul: *Industrial Relations and Labour Laws for Managers*, Sage Text
3. Ratnam Venkata C S: *Industrial Relations*, Oxford Higher Education
4. Kochan Thomas, Lansbury Russell, Verma Anil: *Employment Relations in the Growing Asian Economies (Routledge Advances in Asia-Pacific Business)*,Routledge Research in Employment Relation
5. Beaumont P. B: *The Future of Employment Relations*, Sage Publication

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups

Specialization: Retail and Supply Chain Management
Paper Code: MBA- 301 for Minor / MBA - 305 Major
Subject: Introduction to Retailing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the definition and scope of retail management and the retailer's role in the distribution system
- To understand the benefits of retail to different stakeholders and the prospects of the Indian retailing as well as the global scenario
- To understand the macro-environmental factors affecting retail management and the competition scenario
- To gain insight about the different retail formats, understand the concept of services retailing and the impact of FDI in the Indian retail industry

- To gain insight into consumer behaviour in the retail context in terms of demographic factors, lifestyle variables and the ethical and legal issues in retailing

Course Contents

1. **Basic Concepts & Theories:** Definition and Scope of Retailing – Retailer – Evolution of Retailing Industry - Retailer's Role in the Distribution Channel –Vertical Marketing System.
2. **Functions of Retailers:** Benefits of Retailing – Benefits to Customers – Benefits to Manufactures and Wholesalers - Trends in Retailing- Global Retail Scenario - Indian Retail Scenario -Prospects of Retailing in India.
3. **Retail Economics:** Benefits to the Economy – Retailing Environment – The Legal environment – The Economic environment – The Technological environment – The Global environment. The Competitive Environment—Types of Competition—Analysing Competition.
4. **Indian Experience in Retailing:** Impact of FDI in Indian Context. Retail organization and Formats-Retail Ownership—Retail Formats—Store Based Formats—Non Store Formats Generalist and Specialist Retailers—Services Retailing.
5. **Retailing and Consumption:** The Changing Consumer Demographics-Life Style Changes—Shopping Behaviour—Retail Outlet Choice -Legal and Ethical Issues in Retailing

References

1. Berman, Barry and R Evans, Joel– *Retail Management; A Strategic Approach*, 2008, Pearson Publication.
2. Ogden,James R and Ogden,Denise T, *Integrated Retail Management*, Biztantra, New Delhi,2005.
3. Levy,Michael and A Weitz, Barton, *Retailing Management*, Tata McGraw Hill Publishing Company Ltd., 5th Edition,2003.
4. R Davidson, William and R Sweeney, Daniel andW Stampfel, Ronold; *Retailing Management*, John Wiley & Sons, 6th Edition, 1988.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups

Specialization: Retail and Supply Chain Management
Paper Code: MBA- 302 for Minor / MBA - 306 Major
Subject: Retail Marketing Strategies
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the different strategies for differentiation, expansion and growth of retail stores and how to conduct retail surveys, designing research method and conducting retail audits
- To understand the consumer market in the retail context and the concept of product tangibility, durability, goods services, convenience and specialty products
- To gain insight about the retail marketing mix, SWOT analysis, budget implementation, EST model and the concept of STP in retail marketing
- To gain insight into the strategic profit model in retailing, income statement, top down v/s bottom up process and performance measures

- To understand the different qualitative research approaches

Course Contents:

1. **Strategic Outlook:** Developing vision, mission – Store Differentiating Strategies – Retail Growth and Expansion strategies. Retail surveys – qualitative research – research design – Developing a methodology – Shopper observations – retail audits.
2. **Understanding the Retail Customer:** The Market – Structure of Buying Population – Nature of Buying Behaviour – Consumer Markets Population Analysis – Demographic Analysis – Consumer Buying Behaviour - Buying Considerations – Product Tangibility – Goods Services – Product Durability – Durables – Non Durables – Product Availability – Convenience Products – Shopping Products – Specialty Products.
3. **Retail Market Strategy:** Store Positioning - Retail Marketing Mix - Definition of retail Market Strategy – Focus on the Customer – nature of Strategic Planning – Preplanning: Assessing the Firms situation – SWOT – Mission – Goals and objectives –Budget implementation and control – Retail ‘EST’ Model – STP in Retail.
4. **Financial Strategy:** Strategic Profit Model – An Overview – The Income Statement – Net Sales – Gross Margins – Expenses – Net Profit - Strategic Resource Management Model – Return on Assets – Recap of Strategic Profit Model – Setting Performance Objectives Top down Vs Bottom Up Process – Accountability – Performance measure – Types of Measures.
5. **Retail surveys:** Qualitative Research Approaches.

References

1. Pradhan, Swapna – *Retailing Management- Text & Cases*, 5th Edition, McGraw Hill Publication.
2. Lamba, A.J. – *The Art of Retailing*. Tata McGraw Hill Publication.
3. Berman, Barry and R Evans, Joel– *Retail Management; A Strategic Approach*, 2008, Pearson Publication
4. B Ayers, James and Odegaard, Mary Ann – *Retail Supply Chain Management*, Auerbach Publications.
5. Gilbert, David– *Retail Marketing Management*, 2nd Edition, 2006, Pearson Publication.

**VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups**

Specialization: Retail and Supply Chain Management

Paper Code: MBA- 307 for Major

Subject: Store Design, Retail Formats and Merchandising Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the different retail formats in the Indian retail context
- To understand the concept of retail stores, operational structure, merchandise mix, location decisions and pricing policies in retail store operations

- To understand the concept of store design and layout, the importance of atmospherics and visual merchandising
- To understand the format of E-Retailing, vending machines and customer satisfaction and direct marketing strategies in retail
- To understand the concept of Omni-channel strategy, the different strategies in rural retailing and corporates initiatives like the E-Choupal and Aadhar wholesale market

Course Contents

1. **Basic Concepts of Retailing:** Introduction – Objectives - Perspectives on Retailing - Important retailing decisions - Significance of retailing - Indian Retail Sector - Retail formats in India - Forms of retail stores in India - Current retail scenario in India - Services Provided by Retailers - Commonly Used Terminologies in the Retail Sector.
2. **Introduction to store:** Introduction – Objectives - Concept of Retail Store - Types of Retail Stores - On the basis of ownership - On the basis of operational structure - On the basis of customer service - On the basis of merchandise mix - On the basis of pricing policy- On the basis of location - Retail Store Operations - Approaches to Improve Store Operations.
3. **Store Location:** Importance of Location Decision - Retailing strategy and location - Types of locations - Process of Selecting a Store Location- Location mapping - Characteristic Used in Location, Analysis.
4. **Stores Design and Layout:** Retail Store Design - Store Design and Retail Image Mix - The Space Mix - Stores Exterior: Store Layout: Types of Display Areas- Flexibility of Store Design - Recognizing the needs of the Disabled - Stores Interior – Managing Space - Circulation Plans - Interior store design - Retail Store Layout.
5. **Design and Visual Merchandising:** Location of Departments - Location of Merchandise within departments: Use of Planograms - Evaluating Space Productivity - Merchandise Presentation Techniques - Idea oriented presentation - Style item presentation - Colour presentation - Atmospherics: Visual Communications – Lighting, Colour, Music, Scent, Store Security.
6. **Different Formats of Retailing:** Location; Ownership; Merchandise Categories; Size; Price By Location -Multi locational; Busy shopping areas - Catchment area of the target market - By Ownership - Franchise stores - Independent stores - By Merchandise Categories - Family stores - Specialty stores - Department stores - Super Markets - Hyper Markets - By Size – Superstores - Shopping Mall - Shopping Centre - Hyper Markets - By Price - Every-day-low-price (ELDP); Discount stores - Category Killer Format - Factory Outlet - Warehouse Format.
7. **Different Formats of Retailing: E-Retailing; Automatic Vending; Direct Marketing:** Emergence of On-line Marketing in India; Opportunities and Challenges; Major Players; Vending Machines and Customer Satisfaction; Tele-shopping; Direct Mail.
8. **Omni-Channel Retailing:** Meaning and Purpose; Advantages and limitations; Opportunities in Multiple Channels; Creating Immersive Experience; Omni-Channel Vs Multi-Channel.
9. **Rural Retailing in India & Corporate Initiatives:** Shanty Market; Fairs and Melas; Farmer’s Market; Village High – Street; Specialty Rural Retailing; Corporate Initiatives – E-Choupal; ChoupalSagar and Choupal Fresh; Aadhar Retail; Aadhar Wholesale Market.

References

1. Berman, Barry and R Evans, Joel– *Retail Management; A Strategic Approach*, 2008, Pearson Publication.
2. Ogden, James R and Ogden, Denise T, *Integrated Retail Management*, Biztantra, New Delhi, 2005.
3. Levy, Michael and A Weitz, Barton, *Retailing Management*, Tata McGraw Hill Publishing Company Ltd., 5th Edition, 2003.
4. R Davidson, William and R Sweeney, Daniel and W Stampfel, Ronold; *Retailing Management*, John Wiley & Sons, 6th Edition, 1988.

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

Major Specialization Groups

Specialization: Retail and Supply Chain Management

Paper Code: MBA- 308 for Major

Subject: Retail Sales Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

To understand the concept of retail sales management, qualities and responsibilities of retail sales manager and to comprehend a retail sales organization

To understand the personal selling process in the context of retail management

To gain insight into the inventory management in retailing in terms of demand analysis, ABC analysis, product coding and product handling groups

To understand the concept of motivation in the context of retail management; the types of compensation plans for retail sales force and performance evaluation and appraisal of retail sales force

To understand the roles, functions and responsibilities of sales manager and retail sales person and sales management processes in international and Indian retail management context

Course Contents

1. Introduction to Retail Sales Management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Retail Sales Management, Elementary study of Retail Sales Organizations, qualities and responsibilities of Retail sales manager.

2. Retail Selling Skills & Selling Strategies: Retail Selling and Business Styles, Selling Skills, Situations, Selling Process, Handling Customer Objections, Follow-up action.

3. Retail Inventory Management: Objectives, Concept of Inventory, Need for Holding Stock, Planning and Controlling Stock Levels, Effects of Excess inventory on Business, Product Classification, Demand Analysis, ABC analysis, Product Coding, Product Handling Groups.

4. Retail Sales Force Motivation and Compensation: Nature of motivation, Importance, Process and Factors in Motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.

5. Sales Management Job: Standard Sales Management Process-International Sales Management - International Market Selection-Market Survey Approach or Strategy - Case Study in Indian context.

6. Sales Manager and Retail Sales Person: Role of Sales Manager and Sales People; Functions of Sales Manager, Functions of Sales Person, Types and Characteristics of Sales Manager and Sales People-Time management for Sales Manager and Sales Person.

References

1. Vedamani., Gibson, G, *Retail Management*, 2012, Pearson Publication.
2. Panda, Tapan K., and Sahadev, Sunil, *Sales and Distribution Management*, 2nd Edition, Oxford Publication.
3. Chunnawala, S.A., *Advertising Sales and Promotion Management*, Himalaya Publishers, Mumbai.
4. Kazmi, SHH., and Batra, Satish K, *Advertising and Sales Promotion*, Excel Books
5. R.Still, Richard , W.Candiff, Edward and A.P.Gavani, Norman, *Sales Management Decisions, strategies and Cases* – Prentice Hall.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Strategic Marketing Management
Paper Code: MBA- 301 for Minor /MBA- 305 for Major
Subject: Logistics and Sales Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Learning Objectives

- To sharpen decision making skills of future sales and distribution managers
- Understand the roles and responsibilities of the Sales Managers
- Manage and enhance the sales force productivity and performance
- Plan and implement an effective sales strategy for their organizations
- Manage the Channels efficiency and effectiveness; wholesaling, and retailing

Course Contents

1. **Introduction to Personal Selling:** Nature and Scope of Sales Management, Personal Selling: Objectives, Strategies, Requirements of Personal Selling, Sales Territories, Sales Quotas.
2. **Introduction to Physical Distribution Management:** Need and Scope, Physical Distribution, Distribution Planning, Intermediaries Management, Distribution Management in International Markets.
3. **Sales Force:** Concept of Sales Force, Designing Strategy and Structure, Determining the Kind of Sales People and Size of the Sales Force, Evaluating Sales Force Performance and Controlling Sales Activities, Improving Sales Productivity. Qualities of a good salesman
4. **Marketing Channels:** Structure and Functions, Channel Design, Channels for Consumer Goods, Industrial Goods, and Services, Integrated Marketing Channels: Horizontal, Vertical, Multi-Channel Marketing Systems, Channel Conflicts, Managing Channel Conflicts, International Marketing Channels.
5. **FMCG Sales & Distribution:** Need and Scope, Current Trends in the FMCG Sector's Distribution, Impact of Technology, Role of Distributors Process to On-board Distributors, ROI and Turnover for Distributors
6. **Market Logistics:** Definition, Scope of Logistics, Components, Inventory Warehouse Management, Transportation, Channel Information Systems, Reverse Logistics, Integrated Logistic Planning.

References

1. Lytle. C, *The Accidental Sales Manager: How to Take Control and Lead Your Sales Team to Record Profits*. Wiley.
2. Jordan, J., Vazzana, M., *Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance*. McGraw-Hill Education.
3. Treace, J., *Nuts and Bolts of Sales Management: How to Build a High Velocity Sales Organization*. Emerald Books.
4. Paul A. Myerson, *Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operation, Integration, Control and Improvement, and Network Design*. Pearson FT Press.
5. Donald J. B., David J. C., Bixby C. M., *Supply Chain Logistics Management*. Rev Ed Edition.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Strategic Marketing Management
Paper Code: MBA- 302 for Minor /MBA- 306 for Major
Subject: Consumer Psychology
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Learning Objectives

- Identify and explain factors which influence consumer behaviour
- Demonstrate how knowledge of consumer behaviour can be applied to marketing
- Display critical thinking and problem solving skills
- Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences

Course Contents

1. **Consumer Psychology**: Concept - Diversity - Application of consumer behaviour principles to strategic marketing - Characteristics of Indian Consumers.

2. **Individual Determinants of Consumer Behaviour**: Consumer needs – Motivation: Positive and negative motivation - Rational versus emotional motives; Attention - Perception and Consumer Imagery - Learning and Memory - Consumer Attitudes Formation and Change - Consumer Values and Lifestyles - consumer innovativeness and personality traits. External Determinants of Consumer Behaviour: Influence of Culture and Subculture - Social Class -

Reference Groups and Family Influences - Diffusion of innovations: the diffusion process – the adoption process.

4. **Buying Decision Process**: Problem Recognition - Information Search - Alternative Evaluation - Decision Rules and Selection - Outlet Selection and Purchase - Post Purchase Behaviour and Customer Satisfaction - Concept of involvement - extensive problem solving - limited problem solving -routinized responsive behaviour.

5. **Basic Models of Consumer Behaviour**: Engle Kollatt-Blackwell model - Howard-Sheth Model - Bettmans Model and Nicosia Model

6. **Organizational Buying**: Concept - Comparison with consumer buying - Organizational customers - Governmental Agencies / Institutions - Classifying organizational products - Unique Characteristics of organizational procurement.: Organizational Buying Activities – Objectives in Organizational buying - Buying Centres and Multiple Buying Influencers - The Buy Grid Model -Organizational Buying Centre.

References

1. Underhill, P., *Why We Buy: The Science of Shopping*. Simon & Schuster, Inc.
2. Foxall, R., Brown, S., *Consumer Psychology for Marketing* International Thomson Business Press.
3. Wanke, M., *Social Psychology of Consumer Behavior*. Psychology Press.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Strategic Marketing Management
Paper Code: MBA- 307 for Major
Subject: Strategic Marketing Environment
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Learning Objectives

- To understand the basic elements of the marketing and to provide a framework to evaluate the different sectors of business.
- To understand how different macro factors play important role in forging the buying patterns of business.
- To understand the core business models of different sectors to understand the changing consumer behavior
- To understand the core need of the customers and their changing lifestyle

Course Contents

1. **Marketing Environment:**The changing marketing environment – Analyzing needs and trends in Macro Environment and Micro Environment, Disruptive Technology, Growing dissonance towards marketing,
2. **Retail Industry:** What is retail, Types of Retail, Modern vs. Traditional Retail, Organized vs. Unorganized Retail, Format of Retail in India, SWOT Analysis of the Retail Industry, FDI in Retail, Emerging Trends in Retail
3. **Travel and Tourism Industry:** What is the Tourism Industry? What is the Travel Industry? What is the Difference Between the Travel and Tourism Industry? Sectors and Companies Within the Travel and Tourism Industry, Travel and Tourism Marketing, The latest Travel and Tourism Trends, The Main Technology Trends to Watch Out for In the Tourism Industry
4. **Real Estate Market:** business models, growth in the market, factors influencing demand. Types of market: business, home, etc. Inclusion of meta-market and allied services. Business terminologies used, govt. norms. Sales and promotion used in this industry.
5. **Electronic Marketing Era:**The challenges of traditional sales and marketing processes; why sales and marketing needs to evolve; the benefits of E- Marketing
6. **Digital Marketing Processes:** Search Engine Optimization; Search Engine Marketing; Social Media Marketing; Email Marketing; Display Marketing; Video Marketing; Mobile Marketing; Digital Marketing Analytics

References

1. Aaker, A. David., Moorman, C., *Strategic Market Management*. Wiley.
 2. Cullen, P., Newman, A., *Retailing: Environment & Operations*. Cengage.
 3. Hudson, S., *The Global Tourism Marketing Environment*. Sage.
 4. Doule, B., *Real Estate Marketing Playbook*. CreateSpace Independent Publishing.
- Dishek, J. Mankad., *Understanding Digital Marketing*. BPB Publications

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Strategic Marketing Management
Paper Code: MBA- 308 for Major
Subject: Marketing of Financial Services
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Learning Objectives

- To understand how marketing contributes to success in modern financial institutions
- To understand the basic value proposition of different products and their utilities.
- To understand the basic psychology of the customer using these products
- To develop new products (goods and services) that add value to consumers and firms

Course Contents

1. **Introduction to Financial Services Marketing**: Introduction, Characteristics of Services, Services Marketing Mix, Defining Financial Services, How Marketing Financial Services is Different from Other Services
2. **Overview of The Indian Financial Market**: Financial Market Segments, Indicators of the Financial Market, Financial Market Participants, Market Segments and Their Products
3. **Marketing Strategies for Financial Services**: Introduction, Components of Strategy, Cross-Selling & Up-Selling, Customer Loyalty, Strategies adopted by Financial Institutions
4. **Distribution Channels**: Introduction, Key Roles of Distribution Channels, Channel Strategy, Branches, Face – to – Face Sales, Bancassurance, Mobile Banking, Internet Banking, Multichannel Banking
5. **Marketing of Retail Banking Products**: Introduction, Factors Affecting Retail Banking, Principle Activities in Retail Banking, Retail Banking in India, Drivers of Retail Banking in India, Performance Highlights of Indian Banks in Retail Segment, The Four Pillars of Bank Marketing
6. **Marketing of Other Financial Services**: Small Saving Instruments, Fixed Income Instruments, Alternate Investments, DirectEquity and Evolution of Marketing and Distribution of Mutual Funds in India.
7. **Trends in Marketing of Financial Services**: Introduction, Importance of Branding in Financial

References

1. Estelami, H., *Marketing Financial Services*. Dog Ear Publishing, LLC.
2. Solanki, R., Rajeshwari, B., *Marketing Of Financial Products And Services*, Galgotia Publishing.
3. Farquhar, J., Meidan, A., *Marketing Financial Services*, Macmillan International.

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2020-21)

Major Specialization Groups

Specialization: MBA: Business Data Analytics & Data Science

Paper Code: MBA- 301 for Minor /MBA- 305 for Major

Subject: Introduction to Analytics

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

- **To understand about analytics**
- **To be able to differentiate between analysis and analytics**
- **To learn about descriptive and inferential statistics**
- **To know about the different types of Analytics**
- **To know about basic programming logic and technique**
- **To have an understanding of object orientation and basic programming in C++ and Java**
- **To know about the concept of data base**
- **To be able to fetch data through generating query from database**

Course Contents

1. **Introduction:** Introduction to Data Science, Role of a Data Scientist, Big Data, Types of Data, Data Formats
2. **Descriptive Statistics:** Measures of Central Tendency, Measures of Variability, Variance and Standard Deviation, Skewness & Kurtosis
3. **Inferential Statistics:** Sampling Distribution and Estimation, Correlation & regression Analysis, Hypothesis Testing (Parametric and Non- Parametric), Significance in Data Science

4. **Types of Analytics:** Descriptive Analytics, Diagnostic Analytics, Prescriptive Analytics, Exploratory Analytics, Predictive Analytics, Mechanistic Analytics, Casual Analytics, Inferential Analytics
5. **Programming Fundamentals :** Developing programming logic and technique through algorithm and flow charts, Concepts of object orientation and programming in C++ and Java
6. **Data Base Management System:** Concepts of Data Base Management, Relational Data Base Management System, Data warehousing, Data fetching through query generation.

References

1. MoozeR,, *Data Analytics for Beginners: A Beginner's Guide to Learn and Master Data Analytics*, Independently published
2. Kumar D, *Business Analytics: The Science of Data - Driven Decision Making*, Wiley
3. Wade W, *An Introduction to Analysis*, Pearson India
4. Michael B, *Analytic Philosophy: A Very Short Introduction*, Oxford University Press
5. Barlow M, *Real-Time Big Data Analytics: Emerging Architecture*, O'Reilly Media

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2020-21)

Major Specialization Groups

Specialization: MBA: Business Data Analytics & Data Science

Paper Code: MBA- 302 for Minor /MBA- 306 for Major

Subject: Fundamentals of Data Analytics

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

- **To be able to understand the data types, object orientation, control structure and functions used in Python**
- **To understand and use the programming language Python**
- **To be able to understand the use of different data structures in programming language R**
- **In-depth study of programming languages- R and Python**
- **Understand predictive modeling using R**
- **Understand the concept of Machine Learning**

Course Contents

1. **Programming with Python:** Data types, Control Structures and Functions, Modules, Object Oriented programming, File handling
2. **Advanced Programming Techniques with Python:** Procedural programming, Debugging, Testing & Profiling, Processes & Threading, Networking, Regular expressions
3. **Programming with R:** Introduction, Manipulation of numbers and vectors, Objects and their attributes, Array and matrices, Lists and data frames, Reading data from files, Grouping, loops and conditional functions
4. **Predictive Modeling With R:** Linear Regression, Logistic Regression, Support Vector Machine, Case Study, Advanced Regression, Tree Model, Time Series, Neural Networks, Model Selection
5. **Fundamentals of Machine learning:** In depth study of Linear regression, Assignment: Linear Regression, In depth study of Logistic Regression, Clustering, in depth learning of Support vector machine, Principal Component Analysis, HR Analytics Case Study,
6. **Advanced concepts of Machine Learning:** Advanced Regression, Tree Model, Time Series, Model Selection, Practical Considerations, Telecom Churn Case Study.

Reference

1. Pellicciari V, *Machine Learning: Fundamental Algorithms for Supervised and Unsupervised Learning with Real-World Applications*, Independently Published
2. Rao N, *Core Python Programming*, Dreamtech Press
3. Pradhan UDKM, *Machine Learning using Python*, Wiley
4. Lantz B, *Machine Learning with R: Expert techniques for predictive modelling*, Packt Publishing Limited

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2020-21)
Major Specialization Groups
Specialization: MBA: Business Data Analytics & Data Science
Paper Code: MBA- 307 for Major
Subject : Social Media Analytics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

- **To identify the effectiveness of social media in identifying target audience**

- To know about the key features of social media analytics
- To know about the scope of social media analytics in industries
- To learn tools used for social media analytics
- To be able to measure campaign traffic

Course Contents

1. **Key features of social media analytics:** Effectiveness of Social Media, Identifying target audience, Analysis of the level of outreach and reception of posts.
2. **Target Audience:** Understanding the target audience, Targeted messaging & advertising, Social Media Filtrations.
3. **Social Media Analytics for Industries:** Scope of Social Media Analytics in industries, Benefits of Social Media Analytics in industries, Tools for social media analytics
4. **Google Analytics:** Measuring campaign traffic, Website conversion & user activity, Generating audience report, Generating custom reports.
5. **Measuring & Analyzing Content:** Importance of Analysis; Identifying Successes and Failures, Tracking, Measuring and Managing the Data, Tools for Success in Content Analysis.
6. **Measuring ROI:** The Concept of ROI, Turning Information into Actionable Insights, Regulation of investment & profit, Feasibility Study, Cost & Benefit Analysis, Measuring ROI

Reference

1. Kohirkar. G, *Social Media Analytics*, Pearson Education India
2. Sharma T, Sarkar D, Bali R, *Learning Social Media Analytics with R*, Ingram short title
3. Chatterjee S, Krystyanczuk M, *Python Social Media Analytics*, Packt Publishing Limited
4. Khan GF, *Seven Layers of Social Media Analytics: Mining Business Insights from Social Media Text, Actions, Networks, Hyperlinks, Apps, Search Engine, and Location Data*, Amazon Digital Services

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2020-21)
Major Specialization Groups
Specialization: MBA: Business Data Analytics & Data Science
Paper Code: MBA- 308 for Major
Subject : Analytics Process
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

- **To understand the concepts of artificial intelligence**
- **To understand propositional and predicate logic**
- **To understand thoroughly the programming languages used in AI**
- **To handle inconsistent and incomplete knowledge through fuzzy logic**
- **To know about the application area of artificial intelligence**
- **To understand single and multi layer neural networks**

Course Contents

1. **Introduction:** Concepts & definitions of AI, Brief history of AI, AI and related fields, Characteristics and underlying assumption of AI, Turing test, Uninformed searches, Informed searches: generate and test, Hill-climbing, A* algorithm, Problem reduction, Constraint satisfaction
2. **Propositional & Predicate Logic:** Syntax and semantics for prepositional logic, Syntax & semantics of First Order Predicate Logic (FOPL), Properties of well-formed formula (wff), Conversion to clausal form, Inference rules, The resolution principle, Non-deductive inference methods
3. **AI Programming Languages:** Introduction to LISP, Syntax and Numeric Functions, Basic List Manipulation Functions in LISP Functions, Predicates and Conditionals, Input, Output, and Local Variables, Iteration and Recursion, Property Lists and Arrays, PROLOG: List, Operators, Arithmetic, Cut & Fail, Backtracking
4. **Handling Inconsistent and Incomplete Knowledge:** Truth Maintenance Systems, Reasoning Techniques, Concept of Uncertainty, Bayes' Theorem, Certainty Factors and Rule-Based Systems, Bayesian Networks, Dempster-Shafter Theory, Fuzzy Sets, Fuzzy Operators & Arithmetic, Membership Functions, Fuzzy Relations
5. **Applications of Artificial Intelligence:** Introduction and Concept of Planning, Representing and Using Domain Knowledge, Expert System Shells, Knowledge Acquisition, Agents and environments, Rationality and other performance measures, Nature of environments
6. **Neural Networks:** Neural models and basic learning rules, Single layer and multi layer neural networks, Associative memory and image restoration based on associative memory, Gesture Recognition

Reference

1. Goswami G, *Introduction to Artificial Neural Networks*, S.K. Kataria & Sons
2. Kumar S, *Neural Networks - A Classroom Approach*, McGraw Hill Education
3. Ambiga D, Minelli M, *Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses*, Wiley
4. Frankish. K, *The Cambridge Handbook of Artificial Intelligence*, Cambridge University Press

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Digital Marketing
Paper Code: MBA- 301 for Minor /MBA- 305 for Major
Subject: Basic Principles of Digital Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Objectives

- To understand the need for digital marketing
- To identify differences between online and offline marketing
- To frame marketing mix on the internet
- To evaluate differences between online and offline consumer behavior
- To incorporate the inbound methodology in online marketing
- To understand the process of choosing appropriate digital media channels for marketing
- To identify the major digital marketing processes
- To analyze the effect of digital marketing processes

Course Contents

1. **Introduction to Digital Marketing**: The challenges of traditional sales and marketing processes; sales and marketing – the necessity for evolution; the emergence of new technologies; the definition of Digital Marketing; the benefits of Digital Marketing
2. **Marketing Mix Evolution**: The concepts of products online; online pricing strategies; online distribution methods; online promotions.
3. **Consumer Behaviour Online**: The differences between online and offline consumer behavior; the consumer journey online; consumer decision making online.
4. **Inbound Marketing**: Inbound Marketing fundamentals; Buyer Personas; the buyer's journey; Content Strategy; Search Engine Optimization; email marketing; lead nurturing.

5. **Digital Media:**Formulating a media plan; Choosing the appropriate media; the strengths and weaknesses of different channels; integrating channels
6. **Digital Marketing Processes:**Search Engine Optimization; Search Engine Marketing; Social Media Marketing; Email Marketing; Display Marketing; Video Marketing; Mobile Marketing; Digital Marketing Analytics.

References:

1. Dodson, I., *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*, New Jersey, Wiley
2. Neher, K., Byers, M., et al., *Digital Marketing That Actually Works the Ultimate Guide: Discover Everything You Need to Build and Implement a Digital Marketing Strategy That Gets Results*, Cincinnati, Ohio, Boot Camp Digital
3. Kotler, P., Kartajaya, H., Setiawan, I., *Marketing 4.0: Moving from Traditional to Digital*, Wiley
5. Kingsnorth, S., *Digital Marketing Strategy: An Integrated Approach to Online Marketing 2nd Edition*, Kogan Page
5. Chaffey, D., Ellis-Chadwick, F., *Digital Marketing (7th Edition)*, Pearson

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Digital Marketing
Paper Code:MBA- 302 for Minor /MBA- 306for Major
Subject: SEO and SEM Strategies
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Objectives

- To understand the basic process through which search engines function
- To identify major Search Engine Optimization (SEO) elements and factors
- To learn the keyword usage and research process for SEO
- To incorporate major On-page and Off-page SEO methods
- To utilize Search Engine Marketing processes in digital marketing strategy
- To learn Google AdWords concepts and methods of setting up AdWords campaigns
- To utilize Google AdWords tools
- To analyze Google AdWords campaigns

Course Contents

1. **Introduction to Search Engines**: Definition of search engines; search engine operative processes; major search engines online.
2. **Basics of Search Engine Optimization (SEO)**: Definition of SEO; the importance of SEO; types of SEO; SEO parameters; the basic SEO process; important SEO elements or factors in a web page.
3. **Keyword Research and Usage**: importance of keywords; types of keywords; keyword selection; keyword tools; competitor keyword research; effective keywords use for SEO.
4. **On Page and Off Page SEO**: On-page or on-site SEO; benefits of on page SEO; on page SEO methodologies; off-page SEO; benefits of off page SEO; on page SEO methodologies.
5. **Basics of Search Engine Marketing (SEM)**: Definition of SEM; benefits of SEM; the paid search process; SEM options.
6. **Google AdWords**: Introduction to Google Ad Words; types of campaigns; setting up AdWords campaigns; ad formats and extensions; Google Ads tools; analyzing Google AdWords campaigns.

References:

1. Dodson, I., *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*, New Jersey, Wiley
2. Granitza, L., Tobias, E., *The SEO Book: Search engine optimization 2020*, Regensberg, Edison Verlag
3. McDonald, J., *SEO Fitness Workbook: The Seven Steps to Search Engine Optimization*, Independently Published
4. Moran, M., Hunt, B., *Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website* IBM Press
5. Marshall, P., Rhodes, M., Todd, B., *Ultimate Guide to Google AdWords: How to Access 100 Million People in 10 Minutes*, Entrepreneur Press

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

Major Specialization Groups

Specialization: Digital Marketing

Paper Code: MBA- 307 for Major

Subject: Content Marketing Processes & Strategies

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Objectives

- **To understand the importance of content marketing strategy**

- To learn the basics of web content writing
- To create narrative marketing strategies for digital marketing
- To identify different types of content and content channels
- To understand the process of preparing annual content calendars
- To learn methods of promoting content
- To analyze the Return on Investment for content marketing
- To identify content marketing tools

Course Contents

1. **Content Marketing Strategy**: Introduction to content marketing; The elements of content marketing strategy; benefits of content marketing; the content marketing process.
2. **Brand Storytelling, Narrative Marketing and Online Content Writing**: Definition of brand storytelling; Impact of storytelling on brands; key attributes of brand storytelling; storytelling trends, web content writing basics; important skills in content writing; generating content ideas; topic clusters and pillar pages; grammar and language in content writing; content writing and SEO.
3. **Types of Content**: Alignment of goals with content types and content channels; common types of content online; processes for creation of online content.
4. **The Annual Content Plan**: The content plan process; components of a content plan; benefits of an annual content plan; short term and mid-term content plan options.
5. **Content Promotion**: Channel for promotions; types of content promotion; benefits of content promotion.
6. **Measuring & Analyzing Content**: The importance of analysis; Identifying Successes and Failures; Tracking decisions; Tracking, Measuring and Managing the Data; The Concept of ROI; Tools for Success in Content Analysis.

References:

1. McCoy, J., *Practical Content Strategy & Marketing: The Content Strategy & Marketing Course Guidebook*, CreateSpace Independent Publishing Platform
2. Crestodina, A., *Content Chemistry: The Illustrated Handbook for Content Marketing, 5th Edition*, Orbit Media Studios
3. Hanly, L., *Content That Converts: How To Build A Profitable and Predictable B2B Content Marketing Strategy*, CreateSpace Independent Publishing Platform
4. Schaefer, M.W., *The Content Code: Six essential strategies to ignite your content, your marketing, and your business* Independently Published

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Digital Marketing
Paper Code: MBA- 308 for Major
Subject: Email Marketing

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Objectives

- To understand the basics of email marketing
- To identify methods for content management and segmentation
- To identify methods and tools for delivering emails
- To analyze the effect of marketing emails
- To learn methods of testing marketing emails
- To understand the process of lead nurturing through emails

Course Contents

1. **Fundamentals of Email Marketing**: Definition of email marketing; types of email marketing; result-oriented emails; process of sending targeted emails.
2. **Contact Management and Segmentation**: Definition of contact management; Definition of segmentation; importance of contact management and segmentation; contact management strategy processes.
3. **Email Deliverability**: Email clients; email deliverability; email deliverability strategies.
4. **Analyzing Marketing Emails**: The importance of analyzing marketing emails; methods for analyzing marketing emails
5. **Testing Marketing Emails**: The importance of testing marketing emails; methods to develop tests for marketing emails.
6. **Lead Nurturing Using Marketing Emails**: Definition of lead nurturing; importance of lead nurturing; methods of developing relationships using lead nurturing campaigns.

References:

1. White, C.S., *Email Marketing Rules: Checklists, Frameworks, and 150 Best Practices for Business Success, 3rd Edition*, CreateSpace Independent Publishing Platform
2. Paulson, M., Doucette, E., *Email Marketing Demystified: Build a Massive Mailing List, Write Copy that Converts and Generate More Sales*, American Consumer News, LLC
3. Gunelius, S., *Ultimate Guide to Email Marketing for Business*, Entrepreneur Press

4. Brodie, I., *Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing*, Rainmaker Publishing

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Banking and Strategic Finance
Paper Code: MBA- 301 for Minor /MBA- 305 for Major
Subject: Personal Financial Planning
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the need and importance of Financial Planning
- To demonstrate different Investment avenues
- To understand the importance of asset allocation and budgeting in Financial Planning
- To demonstrate the concept of Debt and Debt cycle
- To evaluate the different ways to invest for Retirement planning
- To explain the various concepts and products related to Risk management

Course Contents

Basics of Financial Planning:Basics of Savings and Investment, Types of Investment Avenues, Scope of Personal Financial Planning, Factors Affecting Personal Financial Planning, Basics concepts related to Financial Market, Categorization of Asset Classes, Principles of Investment.

Investment Avenues:Structure of Investment Avenues, Concept and Structure of Tangible and Intangible Assets, Capital Market Instruments, Investments in Tangible and Intangible Assets.

Asset Allocation and Budgeting:Basics of Asset Allocation and Budgeting, Steps of Budgeting.

Debt Planning:What is Debt, Concept of Debt Cycle, Steps of Debt Planning, Concept of Loan, Types of Loan.

Retirement Planning:Introduction to Retirement Planning, Basic Steps of Retirement Planning, Tools of Retirement Planning, Various Retirement Schemes.

Risk Management:Risk and Risk Management Tool, Concept of Insurance, Types of Insurance, Terminologies in Insurance, Concept of Life Insurance and its Types, Products related to Life Insurance, General insurance, Need for General Insurance, Types of General Insurance, What is Health Insurance, Need for Health insurance, Health insurance Products, Challenges in Health Insurance, Insurance as a part of Financial Planning.

References:

1. Tillery, S. and Tillery T., *Essentials of Personal Financial Planning*, John Wiley & Sons
2. Halan, M., *Let's Talk Money*, Harper Collins
3. Arora, M., *From the Rat Race to Financial Freedom*, JAICO Publishing House
4. Billingsley R., Gitman L. and Joehnk M., *Personal Financial Planning*, Cengage Learning

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Banking and Strategic Finance
Paper Code: MBA- 302 for Minor /MBA- 306 for Major
Subject: Bank Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To examine the Structure of Indian Banking system
- To learn about the various Products and Services offered to both Resident and Non Resident Indians
- To understand the Fundamentals of Bank security
- To discuss the purview and characteristics of Retail and Corporate lending
- To understand the concept and types of Negotiable Instruments
- To understand why Financial Inclusion is important for India

Course Contents

1. **The Structure of the Indian Banking System:**Structure of the Indian Banking System, Reserve Bank of India (RBI), Scheduled and Non-Scheduled Commercial Banks, Scheduled Commercial Banks, Public Sector Banks, Private Sector Banks, Co-operative Banks, Foreign Banks, Payments Bank, Small FinanceBanks.
2. **Understanding Bank Deposits and various Banking Products and Services:**What are Bank Deposits, Characteristics of Bank Deposits, Types of Deposit Account, What are Savings Bank Accounts, What are Current Accounts, What are Term Deposits, Hybrid Accounts: A Cross-breed of Demand Deposit and Term Deposit, Deposit Services Offered to Non- ResidentIndians, Plastic Money: The substitute for cash, What are Debit Cards, What are Credit Cards, The Emergence of Digital Banking in the Indian Banking Sector, Advantages and Disadvantages of Digital Banking, RemittanceServices.
3. **Securing Bank Assets:**Features of Bank Security, Methods of Charge Creation, Pledge, Hypothecation, Mortgage, andAssignment.
4. **Understanding Retail and CorporateLending:**An Indian Perspective: Why Banks extend Credit, Principles of Lending, Credit Worthiness, and Concept of Retail Lending, What is Corporate Lending, Why Corporate Lending is required, Types of Lending, Fund Based lending: Working Capital Financing, Non-Fund Based Lending: Why is it also called Contingent Liabilities, Asset - BasedLending.
5. **Understanding Negotiable Instruments:**Why banks need to be regulated, Concept of negotiable Instruments, Characteristics of a Negotiable Instrument, Meaning of Endorsement, Crossing of a Cheque, Dishonor of a Negotiable Instrument.
6. **Financial Inclusion:**An Indian Banking Perspective: What is Financial Inclusion, Financial Inclusion in India, Financial Inclusion policies undertaken by the RBI, Banking Correspondents- resolving the last mile problem, Financial Inclusion Policies by the Government of India (GOI), Microfinance Institutions (MFIs) in India, Challenges to the MFI Industry in India, The way forward for Financial Inclusion in India.

References:

1. Singh, K., *Commercial Bank Management*, Tata McGraw-Hill Education
2. Padmalatha, S., and Paul J., *Management of Banking and Financial Services*, Pearson
3. Kohn, M., *Financial Institutions and Markets*, Tata McGraw Hill
4. Shahi, U., *Banking in India: Past, Present and Future*, New Century Publications

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Banking and Strategic Finance
Paper Code: MBA- 307 for Major
Subject: Mutual Funds

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the concept and features of Mutual Fund
- To learn about various kinds of mutual funds and investment options in mutual funds
- To learn about the Regulatory framework of Mutual Fund
- To explain the Accounting and Taxation aspects of Mutual Fund
- To understand the various types of risks associated with Mutual Fund
- To understand the process of selecting the Right scheme for an Investor

Course Contents

1. **Concept of a Mutual Fund**: Introduction, Types of Funds, Key Developments over the Years. Legal Structure of Mutual Funds in India, Key Constituents of a Mutual Fund, Other Service Providers, Offer Document – NFO, SID, SAI, Key Information Memorandum, Format of Scheme Information Document (SID), Statement of Additional Information (SAI), Key Information Memorandum.
2. **Legal and Regulatory Environment**: Role of Regulators in India, Investment Restrictions for Schemes, Investors' Rights & Obligations, can a Mutual Fund Scheme go bust, AMFI Code of Ethics, AMFI's Code of Conduct for Intermediaries of Mutual Funds.
3. **Accounting, Valuation and Taxation**: Accounting and Expenses, Valuation, Taxation.
4. **Investor Services**: Mutual Fund Investors, KYC Requirements for Mutual Fund Investors, PAN Exempt Investments in Mutual Funds, Additional Requirements applicable for Institutional Investors, Foreign Account Tax Compliance Act (FATCA) and Common Reporting Standards, Transactions with Mutual Funds, Transactions through the Stock Exchange, Investment Plans and Services, KYC Form for Individuals, KYC Form for Non-Individuals.
5. **Return, Risk and Performance of Funds**: Drivers of Returns and Risk in a Scheme, Measures of Returns, Drivers of Risk in a Scheme, Measures of Risk, Benchmarks and Performance, Quantitative Measures of Fund Manager Performance.
6. **Selecting the Right Scheme and Investment Products and Helping Investors with Financial**

Planning: Selection of Scheme Categories, how to select a Scheme within a Scheme Category, which is the Better Option within a Scheme, Sources of Data to track Mutual Fund Performance. Financial and Physical Assets, Gold – Physical or Financial, Real Estate – Physical or Financial, Using Mutual Funds to Meet Investor Goals, National Pension System, Other Financial Products, Financial Planning Approaches, Life Cycle and Wealth Cycle in Financial Planning.

References:

1. Sankaran, S., *Indian Mutual Funds Handbook 5th Edition: A Guide for Industry Professionals and Intelligent Investors*, Vision Books
2. Thamarai Pandey, L., *Mutual Funds: The Money Multiplier*, Notion Press
3. Bogle, J C., *Common Sense on Mutual Funds*, Wiley Publication
4. Kumar, R., *Mutual Funds in India*, Partridge India

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Major Specialization Groups
Specialization: Banking and Strategic Finance
Paper Code: MBA- 308 for Major
Subject: Capital Markets

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the Capital Market trading operations
- To know about the eligibility criteria for seeking membership
- To understand the Trading mechanism
- To understand the clearing, settlement and risk management processes.
- To learn the other important regulatory aspects
- To understand the basic Valuation concepts

Course Contents

8. **Overview of The Indian Securities Market:** Market Segments, Indicators of Securities Market, Products and Participants, Market Segments and Their Products, Reforms in Indian Securities Markets.
9. **Trading Membership:** Stock Brokers, NSE Membership, Surrender of Trading Membership, Suspension and Expulsion of Membership, Declaration of Defaulter, Authorized Persons, Sub Brokers, Brokers – Client Relations, Sub Brokers – Client Relations, Investor Service Cell, Arbitration, Code of Advertisement.
10. **Trading:** Introduction, NEAT, Market Types, Trading Systems Users Hierarchy, Local Database, Market Phases, Market Phases, Logging On, Log OFF/Exit from the Application, NEAT Screen, Invoking an Inquiry Screen, Order Management, Trade Management, Auction, Limited Physical Market, Block Trading Session, Retail Debt market, Internet Broking, Co location, Wireless Application Protocol.
11. **Clearing, Settlement, and Risk Management:** Introduction, Key Terminologies used in Clearing and Settlement Process, Transaction Cycle, Settlement Agencies, Clearing and Settlement Process, Securities

and Funds Settlement, Shortages Handling, Risks in Settlement, Risk Management, Data and Report Downloads.

12. **Legal Framework:** SEBI (Intermediaries) Regulations, 2008, SEBI (Prohibition of Insider Trading) Regulations, 1992, SEBI (Prohibition of Fraudulent and Unfair Trade Practices relating to securities market) Regulations, 2003, The Depositories Act, 1996, Indian Contract Act, 1872, Income Tax Act, 1961
13. **Fundamental Valuation Concepts:** Time Value of Money, Understanding Financial Statements.

References:

1. Strumeyer G., *The Capital Markets: Evolution of the Financial Ecosystem*, John Wiley & Sons
2. Chakrabarti, R. and De, S., *Capital Markets in India*, Sage Publishing India
3. Kumar R., *Valuation: Theories and Concepts*, Academic Press
4. Parikh, G., *Handbook of Indian Securities*, Bloomsbury

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Operations and Systems

Paper Code: MBA - 301 for Minor MBA - 305 for Major

Subject: **Decision Science and Software Engineering**

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course objective is to acquaint students with Operations research techniques for effective decisions-making, Students will apply data science concepts and methods to solve problems in real-world contexts. It will also provide a professionally guided education in software engineering that prepares graduates for transition into a broad range of career options: industry, government, computing graduate program, and professional education.

Describe software engineering layered technology and Process frame work. 3. A general understanding of software process models such as the waterfall and evolutionary models. 4. Understanding of software requirements and the SRS documents. 5. Understanding of the role of project management including planning, scheduling, risk management, etc. 6. Describe data models, object models, context models and behavioural models.

Course Contents

1. **Introduction:** Definitions, Characteristics of Software, Software Engineering vs. Other Engineering Disciplines, Software Myths, Software Life Cycle Models, Selection of Software Process Models.
2. **Requirement Analysis:** Prototyping, Specification, Analysis Modeling.
3. **Software Design:** Software Design, Abstraction, Modularity, Software Architecture, Effective Modular Design, Cohesion and Coupling, Architectural Design and Procedural Design, Data Flow Oriented Design.
4. **User Interface Design:** User Interface Design, Human Factors, Human Computer Interaction, Human, Computer Interface Design, Interface Design, Interface Standards, Programming Languages and Coding, Language Hours, Code Documentation, Code Efficiency, Software Configuration Management.

5. **Programming Standards:** Need for Structured Programming, Coding Standards, Maintainability of Programs.
6. **Coding: Structured Programming:** Information Hiding, Documentation Verification.
7. **Testing Techniques:** Software Testing, Path Testing, Control Structures Testing, Black Box Testing, Unit, Integration, Validation and System Testing, Software Maintenance, TQM Principals, Quality Control Tools (Q7 and M7), Product Development Life Cycle, Structured Development Methodology.
8. **Project Cost & Time Management:** Project Schedule, Activity Duration Estimation, Gantt Charts, Critical Path Method, PERT, Cost Control, Estimation Techniques.
9. **Trends In Software Engineering:** Reverse Engineering And Re-Engineering, Wrappers, Case Study of CASE Tools.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Operations and Systems

Paper Code: MBA - 302 for Minor / MBA - 306 for Major

Subject: **Structured Systems Analysis & Designing**

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course Objective is to introduce students to the fundamental concepts of Information Systems Analysis and Design. The course focus is on the study of Analysis and Design phases of the system development life cycle. Understanding of different software architectural styles. Understanding of implementation issues such as modularity and coding standards. Understanding of approaches to verification and validation.

Course Contents

1. **Basic Concepts:** Business System Concept, SDLC, Business Process Re-Engineering Concept, Problem Solving: Finding The Problem, Evaluating The Proposal, Economic Feasibility.
2. **System Requirement & Planning:** DFDS, Data Dictionaries, Process Organization & Interactions, Decision Analysis, Standards (IEEE/ISO), Data Modelling & Analysis, Entity Relationship Analysis– Decision Tables, Relational Analysis: Relations, Functional Dependencies, Relation Keys –Normal Form Relations, Constructing Relations from Functional Dependencies.
3. **Design:** File Design, Input-Output Design, Module Specification, User Interface Design.

4. **Object Modelling:** Hours & Objects Object Structure & Features, Concept of Object-Orient Approach, Object Representation Methods, Object Status, State Diagram.
5. **System Control & Assurance Of Quality:** Design Objectives Reliability & Maintenance, Software Design & Documentation Tools, Top-Down, Bottom-Up & Variants, Unit, Integration, System & Acceptance Testing, Audit Trials, Case Tools, System Controls.
6. **Hardware & Software Specification:** Selection of Software (OS, Languages, Preference & Acceptance Criteria), Selection of Hardware (Memory Process, Peripherals, Etc.).
7. **Planning:** Schedule Development, Resource Planning, Cost Estimation, Quality Planning, HR Planning, Communication Planning, Risk Management Planning, Procurement Planning, Project Management Methodology, Software Project Management Plan (SPMP), Changing Controls.
8. **Design:** Problem Portioning, Abstraction, Top-Down & Bottom-Up Strategies, Modularity, Coupling & Conension, Structure Chart, Transaction Analysis, Functional Approach Vs. Object Oriented Approach, Design Process, Design Concepts: Abstraction, Refinement, Modularity, Software Architecture.

References:

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

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
 (Effective from 2018-19)
Major Specialization Groups
Specialization: Operations and Systems
Paper Code: MBA - 307

Subject: Programming Languages and Computer Networking Principles

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course Objective is to develop a greater understanding of the issues involved in programming language design and implementation. Develop an in-depth understanding of functional, logic, and object-oriented programming paradigms. Implement several programs and understand design/implementation issues involved with variable allocation and binding, control flow, types, subroutines, parameter passing. They will also Study the basic terminology of the computer networking and enumerate the layers of OSI model and TCP/IP model and will also acquire knowledge of Application layer and Presentation layer paradigms and protocols. Study Session layer design issues, Transport layer services, and protocols.

Course Contents

1. **Structured Programming:** Concept, Top-Down Analysis, Modular Programming, Structured Code; Algorithm: Different Ways of Stating Algorithms, Strategy for Designing Algorithms; Steps

in Developing a Program, Design Techniques, Programming Methodologies, Flow Charts, Pseudocode, Nassi-Shneiderman (NS) Diagrams.

2. **Concept Of Object Oriented Programming:** What is OOP, Procedural Language Vs. OOP, Advantages And Evolution of OOP, Java Programming, C++: Introduction, Data Encapsulation & Abstraction, Inheritance, Polymorphism, Stream Handling, Exception Handling, Data Types, Operators, and Expressions, Programming Structure, Functions, Pointers, Arrays & Strings, Structures & Unions, Hours and Objects, Constructors And Destructors, Operator Overloading and Type Conversion, Generic Programming with Templates.
3. **Concept Of Database:** DBMS, Client Server System, Relational Database Management System Through Oracle, Structured Query Language, Concept of On-Line Database Connectivity Graphic User Interface, Visual Basic.
4. **Computer Networking:** Introduction, Network Structure, The OSI Model, Network Topology, Network Protocols, Network Architecture, Networking Hardware and Software, Advantages and Limitations of Computer Networks, The TCP/IP Reference Model, the Internet, Connection Oriented Networks, Ethernet, Wireless Lans.
5. **Communication Channels:** Communication Networks, Local Networks, Managerial Issues Related To Telecommunications, Client/Server Computing, Communication Servers, Digital Networks, Electronic Data Interchange And Its Applications, Value Added Networks, Wireless Networks, Network Security, The Domain Name System, Electronic Mail, the World Wide Web.
6. **Basic Concept of Enterprise Resource Planning:** Concept, Meaning, Objectives, Scope.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Operations and Systems

Paper Code: MBA - 308

Subject: Web Development of Internet Applications

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

In this course the students will begin to explore how to design and create websites by exploring the base language used to power all websites: HTML. The course will also able students to: identify and use various HTML tags; add an image to a webpage; create HTML-formatted tables; use hyperlinks to connect a series of WebPages; upload their finished HTML pages to a web host; and, learn some tips and tricks for styling pages and practice coding. The course enables students to master the development skill for both client-side and server-side programming, especially for database applications and other internet application.

Course Contents

1. **Introduction To HTML:** Introduction to the Key Component of an HTML Document, Basic HTML Tags for the Www Document, Addition of Image in the Web Page, Hyperlinks Etc.
2. **Legal, Ethical And Social Issues:** Internet Taxation, Online Privacy, Application of Traditional Law to the Internet, Impact of Traditional Law on E-Commerce, Limitation of Traditional Law With Regard of Internet, Internet Taxation.
3. **Intermediate HTML:** Introduction to The List Items, Rows & Columns, Forms, Creation of Image Maps of Aid Hyperlink, Make the Webpage Accessible to the Search Engine.
4. **Computer And Network Security:** Basic Security Concepts: Public / Private Key, Cryptography, Popular Security Protocol Such as SSL and SET, Digital Signature, Digital Certificate and Certification Authorities, Various Threats to Secure Systems Such as Virus, Spasm Etc., Introduction to Emerging Security Technique Such as Biometrics and Steganography.
5. **H/W And S/W Communication:** Introduction to Some Communication Media and H/W Used to Connect The Computers On The Internet.
6. **HTML Editors and ASP:** Introduction of Active Server Page, Introduction of Java Script / VB Script.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Retail Management

Paper Code: MBA - 301

Subject: Retail Management: Theory and Practice

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course is to provide application based concepts of retail business in both Indian and Global context. However the readers will get more exposures on relation between the theories of retail and adequate examples from Indian scenario. Nowadays the competitive landscape of retail business is going through an interesting phase. Both Store based retailers and Electronic retailers are expanding their local business areas and from conventional kiranas, bazaars Indian retail too has started adopting the departmental store concepts. Therefore it is prudent now to have more inputs on retail management through theory and practical implications of theoretical aspects.

Course Contents

- 1. Retailing:** Definition, Scope, Benefits of Retailing, Evolution of Retailing: Theories; Changing Scenario of Indian Retail Industry, Trends in Retailing in India (Growth, Key Drivers), Functions of Retailing, Retail Institution, Classification and Formats, Concept of Organized and Unorganized Retail, Contribution of Organized Retail, Effects of Organized Retail, Influx of FDI, Virtual Retailing-An Overview.
- 2. Retail Customer And CRM:** Population Analysis, Demographic Analysis, Geographic Analysis, Consumer Buying Analysis, Process of Customer Engagement, Personal Selling, Role of IT In Driving CRM, E-Tailing, Retail Information System.
- 3. Retail Strategy and Store Location:** Situation Analysis, Identifying Strategic Options, Setting Objectives, Allocation of Resources, Develop and Implement the Strategy, Monitor, Review and Control, Strategic Focus for Competitive Advantage. Importance of Location Decision, Evaluation and Selection of Location.
- 4. Category Management:** Organizing the Buying Process by Categories, Assortment Planning Process-Variety, Assortment & Product Availability.
- 5. HR Policies and Franchising in Retail:** Introduction of Franchising, Franchise Operation, Factors of Growth, Manpower Planning, Development of Retail Personnel, Recognition, Reward System.
- 6. Pricing in Retailing:** Pricing Strategies: EDLP, High/Low Pricing, Pricing Bundling/Multiple Unit Pricing, Mark Downs and Mark Up, Establishing Gross Margins, Leader Pricing, Price Lining, Odd Pricing, Psychological Pricing, Premium Pricing, Penetration Pricing, VAT Calculation.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Retail Management

Paper Code: MBA - 302

Subject: Retail Merchandising Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course is to provide various inputs regarding the retail merchandising through contents that are helpful to drive the overall decoration of both store and non-store retail. The concepts of merchandising and display are subjective and the attributes are keeps on changing. Merchandising management helps to interpret and adopt the principles of showcasing or display the products in more evasive and organised way. The concept can help to portray the merchandises exclusive and approachable through both electronic and store based retail.

Course Contents

1. **Merchandising-An Overview:** Definition, Scope, Benefits Of Merchandising, Merchandising Management, Rights Challenges, Factors Affecting Merchandising, Environment Affecting Merchandising, Opportunities for Merchandising.
2. **Merchandise Categories:** Fad/Fashion/Staple/Seasonal, Difference Among The Three Types, Concept of Fashion Retailing, Challenge of Fashion Retailing, Interpreting Consumer Demand, Fashion Purchase Selection Criteria, Fashion Retailing Business Format, Major Divisions/Departments in Fashion Retail Organization.
3. **Concept of Merchandiser and Buyer:** Function of Merchandiser Manager and Buyer, Hierarchy of Merchandiser and Buyer, Roles and Responsibilities.
4. **Merchandising Planning:**
 - I. Developing Sales Forecasting For Merchandising, Colour Forecasting, Fashion Scan, Merchandising Hierarchy;
 - II. Determination Merchandising Requirement, Merchandising Budget / Plan (Planned Retail to the Calculation of Gross Margin, B.O.M. and E.O.M., Measuring Inventory Level), Preparation of 6-Month Merchandising Plan: Consistency, Depth, Breadth;
 - III. Merchandising Control/ Regulation of the Plan (Open to Buy).

5. **Assortment Planning:** Range Planning, Space Planning, Space Transaction, GBB Assortment and Margin Mix, Aesthetic Minimum, Store Grading.
6. **Vendors Performance Analysis-Barrens Matrix:** Buying Merchandise, Source Selection and Evaluation, Receiving and Stocking Merchandise, Strategic Vendor Relationship Management, Resident Buying Office.
7. **Merchandising Performance Analysis:** Planogram, Visual Merchandising.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Logistics and Supply Chain Management

Paper Code: MBA - 301

Subject: Materials Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

For understanding of modern Supply Chain Management a thorough comprehension of its previous avatar, namely, Materials Management is mandatory. Materials Management covers Purchasing Management, Inventory Control and Management, Material Handling along with Stores Management. Students are introduced to basic nuances of purchasing techniques encompassing supplier selection, management and development, inventory management techniques and stores management techniques. The course equips students with basic proficiency to take up roles in supplier management, stores and inventory management across verticals.

Course Contents

1. **Introduction to Materials Management:** Introduction, Scope of Materials Management, Importance of Materials Management, Scope of Profitability through MM, Primary and Secondary Objectives of MM, Integrated Materials Management: Relation with Other Functions, Materials Management to Supply Chain Management-The Transition.
2. **Purchasing Management:** Overview, Purchasing Organizations, Purchasing Cycle and Contracts / Purchase Orders, Lead Time, Vendor Analysis & Management, Negotiations, Scope of Cost Reduction in Purchasing, Make or Buy, Purchasing Productivity.
3. **Inventory Management:** Importance, Scope of Inventory Control, Types of Inventory, Work in Process Inventories, Finished Goods Inventories, Spare Parts Inventories, Costs Associated with

Inventory, Inventory Control, Selective Inventory Control, FSN, VED, ABC, Economic Order Quantity, Safety Stocks, Inventory Management Systems, Forecasting Techniques, Material Requirement Planning.

4. **Stores Management & Surplus, Obsolete and Scrap Management:** Materials Identification: Classifying Materials, Codification of Materials, Standardization: Simplification and Variety Reduction of Materials, Stores Management: Different Types of Stores, Stores Issues and Receipts: Procedures, Forms, Policies in Stores Transactions: Stores Accounting, Stores Organization, Materials Safety and Security, Store Layout and Design, Introduction to Material Handling Equipments, General Duties and Responsibilities of Stores Management, Stores Productivity.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Logistics and Supply Chain Management

Paper Code: MBA - 302

Subject: Logistics, Transport and Supply Chain Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Supply chain management (SCM) is assortment of wide-ranging actions required to plan, control and execute a product's flow, from securing raw materials and production through distribution to the final customer, in the most streamlined and cost-effective way possible. LS302 acquaints students with basic Supply Chain concepts including modern advances along with transportation dynamics which would enable to take up entry level roles in Supply Chain Management and Transportation Management across verticals. At the academic/education level, the course provides those majoring in Marketing a more realistic and grounded dimension to their learning by underscoring the other side of the business interface. In a business world, wherein services are expanding at a rapid base, students are also introduced to the challenges of Service Supply Chain.

Course Contents

1. **Backdrop:** Globalization and Its impact on Supply Chains and Its Management.

2. **Supply Chains**: Concept, Framework and Modelling, Relationships, Drivers, Implementation and Changing Paradigm, Supply Chain Flows: Material, Information and Cash.
3. **Challenges and Hazards in Managing Supply Chains**: Bullwhip Effect, Shortage Gaming, Dealer and Data Management.
4. **Creating Value through Supplier Relationships**: CRM-SCM Interface.
5. **Contracts and E-Contracts Management**: Importance and Trends.
6. **JIT & TOM-SCM Interface**: Concept, Scope and Challenges -Indian Context.
7. **Transportation Logistics**: Strategic Objectives of Transport, Types of Modes, Characteristics and Salient Features, Intermodal Transportation in International Operations, Factors Influencing Mode and Carrier Selection Decision, Basics of 3PL and 4 PL.
8. **E-Procurement and E-Commerce Applications**: Scope, Applications and Challenges.
9. **Bar Coding, RFID and other Tracking Mechanisms**: Applications and Challenges.
10. **Reverse Logistics**: Scope, Applications, CSR and Challenges.
11. **Supply Chain/Logistics Audit**: Scope, Applications and Limitations.
12. **Service Supply Chain Management**: Challenges.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Media Management

Paper Code: MBA - 301

Subject: Media Planning & Organization

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

Media Planning is a science of tracking and placing advertisements in various media. The Subject is designed to give an idea about the total Media Planning Process starting from the beginning like what is media to selection of a media for promotion of a particular product/service. Also to understand the best media mix for the products/service, the Organisations and it's various Strategy.

Course Contents

- 1. Introduction To Media Planning:** Media: Definition, Types of Media: T.V., Radio, Print, OOH, Interactive, Advantages and Disadvantages; Characteristics of Media, Media Selection Procedure: Audience Measure, Reach & Media Planning, Frequency & Media Planning, Cost Efficiency as Planning Dimension.
- 2. Developing Media Strategies:** Setting Media Objectives, Target Audience Strategies, Timing & Duration Strategies, Background & Situation Analysis, Media Objectives, Strategy: Selection of Media, The Flow Chart: Scheduling & Budgeting Allocation.
- 3. Buying Media Space & Time:** Media Buying Functions, Buying Space in Print Media, Buying Radio Time, Buying Television Time, Buying New Media, Ability of Media Buyers, Changes in Media Buying.
- 4. Ownership Pattern:** Different Ownership Pattern & Their Advantages & Disadvantages, Organisational Structure: Print Media, Interactive Media, Doordarshan, AD Agency.
- 5. Organizational Structure of Private Infotainment Channel:** Different Formats: Telecasting, Partnership Model, Policy & Ethics, Planning & Production, Different News Format, Capsule-Writing, Editing & Execution.
- 6. Satellite Channel:** Launching Format, Technical Aspects, Aesthetics.

References:

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

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2018-19)
Minor Specialization Groups
Specialization: Media Management
Paper Code: MBA - 302

Subject: Media Promotion and New Media

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Media Promotion & new media subject is designed to give an idea regarding various Media Promotions Process, advertisements & selling policies are used in the Marketing Industry. New Media is the advanced tools of Promotion for reaching more people. The subject also gives an idea to students regarding the New Media Industry and the usage of social media for Promotion and Marketing.

Course Contents

1. **Promotion:** Role of Promotion, Promotion Society, Promotion Communication Process, Promotional Mix: Differences, Advantages, Disadvantages.
2. **Publicity Preview:** Publicity Advertising Compared, Dealing With Unfavourable Publicity, Limitation of Using Publicity, Preparation of Press-Kit.
3. **Advertisement Promotion:** Definition of Advertisement, Advertisement Objectives, Types of Advertisement, Advertising Segments, Effect of Advertising on Market Share & Consumers, Creative Brief, Creative Decisions of Advertising Campaign, Successful Television Advertisement, Advertising Campaign: Theory & Practice, Evaluating an Advertising Plan, Analysis of Case Studies.
4. **Introduction To New Media:** New Media: Concept, Traditional Media, Difference Between New and Traditional Media, Rise of Internet, New Media and Social Media, Virtual Space or Cyber Space, Cyber Culture, Cyber Journalism, Digital Divide, Convergence: Web Sites, E-Newspaper, Internet TV, Internet Radio.
5. **Conceptualizing Websites:** Components of a Website, Web Layout, Aesthetics for Online Portals: Design, Layout, Colour, Graphics, Visual Information, Types of Websites, Writing and Design for Online Medium, Interactivity of Form and Content in New Media, Linear Writing vs. Interactive Writing, Grammar of Interactivity, Multimedia Storytelling, Hypertext Fiction.
6. **Business/Governance and Social Media:** E-Commerce, Consumer Societies and New Media, Globalization and New Media, E-Governance: Potentials And Criticism with Reference to India, Blogs, Wiki, RSS Feeds, Cell Phones SMS, Social Networking Sites.

References:

1. Caywood, Clarke (ed.), *The Handbook of Strategic Public Relations and Integrated Communication*, New York McGraw-Hill.
2. Kapoor, Jagdeep, *Brand Strategies*, Sage Publication, New Delhi.

3. Kumar, Krishna, *Promoting Independent Media*, Sage Publication, New Delhi.
4. Goodrich, William, *Media Planning Workbook*, Ntc Business Book.

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Pharma Management

Paper Code: MBA - 301

Subject: Bio-Pharma and Immunology

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course would facilitate the students to gain in depth knowledge about immunology in reference to health and diagnostics. After studying this course, students would have deeper understanding of cell at structural and functional level, molecular interaction between cells, signal transduction, secondary messengers. This course will cover the topics of biopharmaceutics and bioavailability of drugs and will equip students to learn and apply the mechanism of drug action and pharmacokinetics of a given drug.

Course Contents

1. **Overview of the Immune System:** Antigens, Antibodies and Haptens; Immune System, Cellular and Humoral Immunity, Immunological Tolerance; Antigen-Antibody Reactions and Their Applications, Hypersensitivity; Active and Passive Immunization, Preparation, Standardization and Storage of Immunological Products.
2. **Infection:** Types, Factors Influencing Infection and Harmful Microbial Products Such as Exotoxins and Endotoxins; Leukocidins, Hemolysins, Fibrinolysins, Proof of Pathogenicity and Course of Infection, Sources of Infectious Agents and Their Carriers Portals of Entry, Immunosuppression.
3. **Genetic Code and Protein Synthesis:** Genetic Code, Components of Protein Synthesis, Inhibition of Protein Synthesis, Brief Account of Protein Engineering and Polymerase Chain Reactions, Regulation of Gene Expression, Genetic Code & Protein Synthesis: Concept of Central Dogma, Components of Replication and Transcription.
4. **Immune System in Health and Disease:** Leukocyte Migration and Inflammation, Hypersensitive Reactions, Immune Response to Infection Diseases Vaccines.
5. **Biopharmaceutics:** Introduction, Fate of Drug after Administration, Blood Level Curves, Routes of Drug Administration, Drug Absorption and Disposition, Significance in Product, Formulation and Development, Drug Absorption, Structure of Biological Membrane, Drug Transport Mechanisms, Factors and Kinetics Involved, Physico-Chemical and Biological Factors Involved in Drug Absorption.
6. **Bioavailability:** Objectives and Consideration in Bioavailability Studies, Bioavailability of Oral and Non-Oral Dosage Forms, Concept of Equivalence, Measurement of Bioavailability, Determination of the Rate of Absorption, Bioequivalence Protocol and Its Importance.

7. **Protein Binding:** Theory of Plasma Protein Binding and Implications, Factors Influencing Protein Binding, Effect of Binding on Drug Pharmacokinetics

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Pharma Management

Paper Code: MBA - 302

Subject: Pharma Marketing

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

The course would facilitate the students to understand the rapid strides and the winds of change in pharmaceutical industry, globalisation and liberalisation is fast penetrating into the industry. After studying this course, students would be able to describe, classify structure and combine concepts, theories, methods and models taught Identify and develop relevant issues within pharmaceutical marketing ,analyze and synthesise specific issues within pharmaceutical marketing by using the concepts, theories, methods and models taught ,assess and communicate problem-solving on a reflective, scientific basis.

Course Contents

1. **Marketing Principles:** Marketing in the Twenty First Century, General Principles of Marketing, Including Needs, Wants, Demand, and Value.
2. **Product Management:** Scope, Parameters of Product Management, Roles of a Product Manager, Product Life Cycle, New Product Launch and Strategies for Promotion, Product Branding, Packaging and Labeling Decisions
3. **Emerging Concepts in Marketing:** Vertical & Horizontal Marketing, Rural Marketing; Consumerism, Industrial Marketing, Global Marketing.
4. **Introduction to Pharmaceutical Marketing:** Study of Different Parameters in Pharmaceutical Market, Identification of Pharmaceutical Market, Market Behaviour; Physician Prescribing Habits, Patient Motivation, Market Analysis.
5. **4 P's With Respect to Pharmaceuticals:** Product-Products in the Pharmaceutical Industry Price, Pharmaceuticals & Pricing; Place, The Pharmaceutical Industry Supply Chain; Promotion, Promotional Marketing Activities & Practices.
6. **The Pharmaceutical Products:** Drug Development and Marketing Research Interface, Diversification and Specialization, Marketing Generic Drugs, Non-Prescription Drugs.

7. **Issues Unique to Pharmaceutical Marketing:** Differentiating the Marketing Focuses between Prescription and Over-The-Counter Medications and Brand and Generic Medications.

References:

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

VIDYASAGAR UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2018-19)

Common Papers

Paper Code: MBA-303

Subject: Entrepreneurship Development

Full Marks: 100 No. of Class: 40 Hours 4 Credits

Course Objective

The purpose of the course is that the students acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analyzing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.

Course Contents

1. **Introduction:** Concept, Types, Characteristics, Motivation, Competencies and Its Development, Innovation and Entrepreneurship.
2. **Micro, Small and Medium Enterprise:** Concepts, Govt. Policy for MSME.
3. **Business Plan:** Identification of Business Opportunity, Steps in Preparation of Business Plan.
4. **Managing MSME:** Financial Plan- Operating and Capital Budgets, Breakeven Analysis, Informal Risk Management, Role of Financial Institutions, Marketing and HR Plan.
5. **Strategies for MSME Growth:** Market Development Strategies, Product Development Strategies, Diversification Strategies, Risk Reduction Strategies.
6. **Industrial Sickness:** Concept, Meaning, Rehabilitation of Sick Enterprises, Role of BIFR.

References:

1. Hisrich, R. D., Peters, M. P., Shepherd, Dean A., *Entrepreneurship*, McGraw Hill
2. Bateman, T. S., Snell, S. A., *Management*, Tata McGraw Hill

3. Daft, R. L., *Principles of Management*, Cengage Learning
4. Stoner, J. A. F., Freeman, R. E., Gilbert, D. R. (Jr.), *Management*, Pearson Prentice Hall
5. Christensen, L. T., Morsing, M., Cheney, G., *Corporate Communication*, Sage.

Vidyasagar University
MBA: THIRD SEMESTER

(Effective from 2018-19)

Common Paper

Paper Code: MBA - 304

Subject: Business Environment

Full Marks: 50

No. of Classes: 20 Hours

2 Credits

Course Objective

The purpose of the course is to analyze the overall business environment and evaluate its various components in business decision making. Students will understand the different environment in the business climate and to know the minor and major factors affecting the business in various streams. It will help the students to know the different environment like, political, technological and economic environment in the business and also to acquire in-depth knowledge about legal environment.

Course Contents

Business Environment

1. **Introduction:** Concept, Meaning, Elements of Business Environment.
2. **Economic Environment:** Meaning, Elements, Economic Policies, Economic Planning.
3. **Legal Environment:** Meaning, Legal Environment of Business in India, Competition Policy, Consumer Protection, Environment Protection.
4. **Policy Environment:** Liberalization, Privatization and Globalization, Second Generation Reforms, Industrial Policy and Implementation, Industrial Growth and Structural Changes.
5. **Introduction of Money and Asset Market:** Income Determination: IS-LM Framework, Adjustment towards Equilibrium Fiscal Policy and Monetary Policy, Comparison of Crowding Out Effects, Balanced Budget Multiplier.
6. **An Overview of Economic Environment in India:** Price Stability- The Problem of Inflation in India- Causes for Rise in Prices in India, Remedial Measure.

Economic Crisis in India in Late '80s and Road to Liberalization_ Economic Crisis, Economic Reforms, Structural Reforms from 1991.

Monetary and Fiscal Reforms, Concept of Indian Money Market, Components and Instrument of Monetary Policy and Fiscal Policy, Concepts and Management of Deficits, Budget Deficits, Fiscal Deficits, External Debt, Public Debt: Problem and Issues.

New Industrial Policy and Labour Reforms in India- Issues of Privatization, Disinvestment and Divestment, Industrial Sickness, Labour Market Reforms. Banking and Capital Market Reforms.

Banking Structure in India, Banking Sector Reforms, Composition of Indian Capital Market, SEBI and Capital Market Reforms.

7. **An Overview of the Global Business Environment:** Understanding Globalization, the Global Business Environment and Its Components, Role of these Environments in Business Decision Making, Impact of Globalization on Business.

N.B. (5. 6. and 7 units will be offered to those where CBCS is not offered)

References:

1. Veena Keshav Pailwar, Economic Environment of Business, Phi Learning Pvt. Ltd, New Delhi, 2010
2. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing.
3. Mishra & Puri, Economic Environment, Himalaya Publishing.
4. M. Adhikari, Economic Environment of Business, Sultan Chand & Sons.
5. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
6. A.C. Fernando, Business Environment, Pearson Education.

CBCS

Subject: Fundamentals of Human Resource Management

Full Marks: 50

No. of Classes: 20 Hours

2 Credits

Fundamentals of Human Resource Management

Course Contents

1. **Introduction:** Concept of Human Resource Management, Meaning, Objectives, Functional Areas of Human Resource Manager.
2. **Recruitment:** Concept of Recruitment, Meaning, Importance, Various Sources of Recruitment. (4 Hours)
3. **Selection:** Concept, Meaning, Significance, Process, Limitations.
4. **Training & Development:** Concept of Training, Types, Effectiveness of Training and Development.

5. **Performance Appraisal**: Concept, Meaning, Importance, Process, Limitations of Performance Appraisal.

References:

1. Khanka, S. S., Human Resource Management: Text & Cases, S. Chand & Co. Ltd.
2. Aswathappa, K., Human Resource and Personnel Management: Text & Cases, TMGH
3. David A. DeCenzo and Robbins, Stephen P., Personnel / Human Resource Management, PHI
4. Beach, Dale S., Personnel: The Management of People at Work, Macmillan Publishing Company
5. Newstrom, John W. and Davis, Keith, Organisational Behaviour: Human Behaviour at Work, TMGH
6. Pattanayak, Biswajeet, Human Resource Training, S. Chand & Co. Ltd.
7. Anderson, Alan H., Effective Personnel Management, Blackwell Publishers.



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DEPARTMENT OF BUSINESS ADMINISTRATION

Structure of the Syllabus (Effective from 2018-19)

Fourth Semester

MBA SYLLABUS

Papers of 100 marks each

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

MBA- 401 Minor Specialization Paper

MBA- 402 Major Specialization Paper

MBA- 403 Major Specialization Paper

MBA- 404 International Business

MBA- 405 Strategic Management

MBA- 406 Business Plan Development

MBA- 407 Dissertation

MBA- 408 Grand Viva

Specialization Papers

Finance

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

MBA- 401 for Minor / MBA- 402 for Major	International Financial Management
MBA- 403	Strategic Financial Management

Marketing

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

MBA- 401 for Minor / MBA- 402 for Major	Advertising & Promotions Management
MBA- 403	Brand Management

Human Resource

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

MBA- 401 for Minor / MBA- 402 for Major	Labour Law-II
MBA- 403	Employee Welfare

Strategic Human Resource Management

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

**MBA- 401 for Minor / MBA- 402 for Major International and Comparative SHRM
MBA- 403 Emerging Issues in SHRM**

Retail and Supply Chain Management

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

**MBA – 401 for Minor / MBA – 402 for Major Retail Supply Chain Management
MBA - 403 Retail Buying Behaviour**

Strategic Marketing Management

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

**MBA- 401 for Minor / MBA- 402 for Major Advertising & Communication Management
MBA- 403 Services Marketing**

Business Data Analytics & Data Science

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

**MBA- 401 for Minor /MBA- 402 for Major : Big Data & SQL
MBA- 403 Introduction to Data Visualization with Tableau**

Digital Marketing

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

**MBA- 401 for Minor / MBA- 402 for Major Social Media Marketing
MBA- 403 Display, Video and Mobile Marketing**

Banking and Strategic Finance

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

**MBA- 401 for Minor / MBA- 402 for Major Fundamental and Technical Analysis
MBA- 403 Investment Analysis**

Operations and Systems Management

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

**MBA- 401 for Minor / MBA- 402 for Major E-Commerce Programming Languages
MBA- 403 Information Technology Enabled Services**



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DEPARTMENT OF BUSINESS ADMINISTRATION
Structure of the Syllabus (Effective from 2018-19)
MBA SYLLABUS
Papers of 100 marks each

Minor Specialisation Groups

Retail Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups
MBA- 401 Sectoral Retailing

Logistics and Supply Chain Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups
MBA- 401 E-Logistics

Media Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups
MBA- 401 Media Laws & Ethics

Pharma Management

Fourth Semester: One Paper to be offered as Minor for Students of other Major Specialisation Groups
MBA- 401 Pharmacology and Drug Regulatory Affairs

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2018-19)
Major Specialization Groups
Specialization: Finance

Paper Code: MBA- 401 for Minor / MBA- 402 for Major
Subject: International Financial Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate. This course is concerned with the financial management of the firms that operate in the increasingly globalized business

environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.

Course Contents

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

References:

1. Pathak, Bharati V., *Indian Financial System*, Pearson Education, New Delhi.
2. Khan, M. Y., *Indian Financial System*, Tata McGraw Hill, New Delhi.
3. Gupta, S. B., *Monetary Economics – Institutions, Theory and Policy*, S. Chand, New Delhi.
4. Bhole, L. M., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi.
5. Pandian, P., *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd., New Delhi.

6. Raghunathan, V. and Rajib, P., *Stock Exchanges and Investment*, Tata McGraw Hill, New Delhi.
7. Fischer, D. E. and Jordan, R. J., *Security Analysis and Portfolio Management*, Indian Reprint, Prentice Hall of India Pvt. Ltd.

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
 (Effective from 2018-19)

Major Specialization Groups

Specialization: Finance

Paper Code: MBA- 403

Subject: Strategic Financial Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This strategic financial management course will enhance students understanding of how financial decisions create value for a firm. Students are introduced to the areas of business valuations, mergers and acquisitions, leverage buyouts, and corporate financing and capital structure. The course will enable students to build an understanding of how strategic financial decisions are taken and how the outcomes are quantified. Additionally the course aims at enabling students to assess and manage corporate risks.

Course Contents

1. **Strategic Financial Management:** Agency theory, Conflict of Interest, Business Valuation Methods, Dividend Yield Method, Earnings Yield Method, Earnings Ratio Method, ROI Valuation Method, Capital Asset Pricing Model, Dividend Growth Valuation Model.
2. **Valuation of Securities:** Approaches to Corporate Valuation, Valuation of Equities Including Cash Flow, Dividends and Earnings Approach, Valuation of Debt, Valuation of Convertibles and Derivatives, Black Scholes Model, Valuation for Mergers and Acquisitions.
3. **Investments Decisions under Risk and Uncertainty:** Techniques of Investment Decision, Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method, Corporate Strategy and High Technology Investments.
4. **Corporate Restructuring:** Broad Areas of Restructuring, Rationale for Diversification, Techniques for Corporate Restructuring, Expansion Techniques: Joint Ventures, Business Alliances, Foreign Franchises, Intellectual Property Rights, Disinvestment Techniques, Sell Off, Demerger (Spin Off), Management Buyout, Liquidation Leveraging Buyout, Other Techniques: Going Private, Share Repurchase, Buy-in Reverse Merger.
5. **Mergers and Acquisitions:** Types of Amalgamations, Methods of Takeover, Motives and Strategies Influencing M&A: Motives of Cross Boarder M&A, Categories of M&A, Methods of Payment in M&A, Steps in Merger Transactions, Tax Benefits of Merger Transactions, Reverse Mergers: Steps in Reverse Mergers, Defensive Strategies in Hostile Takeovers.

6. **Financial Reorganization:** Leverage Buy-out: Concept, Stages of Operation, Sources of Value Generation, International Sources of Finance: GDR, ADR, ADS.

References:

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

VIDYASAGAR UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Marketing

Paper Code: MBA- 401 for Minor/ MBA- 402 for Major

Subject: Advertising & Promotions Management

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

This course explains the various concepts about promotions and promotional techniques in this modern era. Promotion plays a vital role in marketing because of over competition and wide range of product availability. The nature of consumer buying is influence by the promotional benefits at a large. It is essential to know about the various modes of promotional techniques and their merits and demerits in business for a sustainable growth and survive in this high technology oriented markets. Students of this course will gain a valuable insight relating to the promotional activities and managing the various components of promotion over the period of time to retain the existing business as well as attract the new customers to expand the business.

Course Contents

1. **Promotion:** Meaning, Nature and Scope, Basic Role, Processes and Purpose of Promotion Management.

2. **Integrated Marketing Communications Tools:** Sales Promotion, Advertising, Personal Selling, Public Relations & Publicity.
3. **Advertising & Promotions Planning:** Budgeting for Advertising & Promotional Programmes, Implementation, Measurement of the Organization's External Communications with Its Environment and Control.
4. **Communication Process:** Organizing for Advertising and Promotion, Role of Ad Agencies and Marketing Communication Organization, 'Strategy & Planning Process Advertising Campaigns', 'Communication Concepts/ Models' and 'Concepts of how Advertising Works'.
5. **Buyer Response Issues:** Issues Affecting Buyer Response to Source, Message, and Channels: Psychological, Social, Situational Issues.
6. **Media Planning and Strategy:** Evaluation of 'Broadcast Media', Evaluation of 'Print Media', 'Internet and Interactive Media', 'Outdoor Media', 'Support Media', 'Media Scheduling' & 'Media Buying'.
7. **Role of Market Research in Promotion Management:** Promotion Management in Global Perspective, 'Audience Measurement' and 'Measuring Media Effectiveness'.

References:

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

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
 (Effective from 2018-19)
Major Specialization Groups
Specialization: Marketing
Paper Code: MBA- 403
Subject: Brand Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course of Brand Management deals with the essential of brand in the 21st century. Like the other components of marketing, brand plays an important role. Management of brand is become a crucial part of markets to increase the volume sales by differentiating product and services from its competitors' product. Without proper management of brand it is hardly positive to capture the space in the customer mind which reflects on the profitability of the business. The brand management course is very helpful to the students to understand the necessities of the branding in this competitive market and also various branding methods that leads the business in global perspective.

Course Contents

1. **Introduction:** Concept of Brand, Brand Development: Extension, Rejuvenation, Re-launch, Product vs. Brands, Why Brands Matters, Can Anything be Branded? Factors Shaping a Brand over Its Life Cycle, Brand Challenges and Opportunities.

2. **Brand Positioning**: Brand Positioning & Brand Building, Brand Knowledge, Brand Portfolios and Market Segmentation, Steps of Brand Building, Identifying and Establishing Brand Positioning, Defining and Establishing Brand Values, Brand Identity.
3. **Brand Leveraging & Brand Performance**: Establishing a Brand Equity Management System, Measuring Sources of Brand Equity and Consumer Mindset, Co-branding, Celebrity Endorsement, Brand Personality.
4. **Branding Strategies**: Designing & Sustaining Branding Strategies, Brand Hierarchy, Branding Strategy, Brand Extension and Brand Transfer, Managing Brand over Time, Brand Repositioning, Brand Rejuvenation, Brand Association, Brand architecture.
5. **Brand Equity**: Concept, Sources, Benefits, Choosing Brand Elements to Build Equity, Brand Element Choice Criteria, Brand Element Options.
6. **Brand Research**: Qualitative and Quantitative Research Techniques, Measuring Outcomes of Brand Equity, Comparative Methods, Holistic Methods.
7. **Brand Audits**: Concept of Brand Audits, Brands on the Balance Sheet, Global Brands, Asian Brands, Revitalized Brands, Challenger Brands.
8. **Brand Valuation**

References:

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

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2018-19)
Major Specialization Groups
Specialization: Human Resource
Paper Code: MBA- 401 for Minor / MBA- 402 for Major
Subject: Labour Law-II
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The basic objective of the course is to provide the students about advance ideas of the labour law. In that respect, the students will be acquainted with the legal norms regulating employment contract, labour relations and the rights and obligations of employees and employers.

Course Contents

1. **Labor Legislation:** Objectives, Principles, Classification, Evolution, Impact of ILO, Labor Legislation and Indian Constitution.
2. **Factories Act, 1948**
3. **ESI Act, 1948**
4. **Workman's Compensation Act, 1923**
5. **Maternity Benefit Act, 1961**
6. **Trade Union Act, 1926**
7. **P. F. Act and Variance**
8. **Gratuity Act and Variance**

N.B: (Important provisions only, including all major revisions up to 30.06.2017)

References:

4. Padhi P K : *Labour and Industrial Laws*, PHI, India
5. Taxman's *Labour Laws* 2017
6. Various Bare Acts.

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2018-19)
Major Specialization Groups
Specialization: Human Resource
Paper Code: MBA- 403
Subject: Employee Welfare
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The basic objective of the course is to provide the students about various statutory and non statutory employee welfare measures followed in organizations for the benefit of employees. Employee welfare aims at the whole development of the person of the working class. The employee welfare policies of any organization should keep in mind to make the employees happy at their workplace.

Course Contents

1. **Labor Welfare**: Meaning, Definition, Scope, Theories, Principles and Approaches.
2. **Types of Welfare**: Statutory and Non-Statutory Labor Welfare, Intramural and Extramural Welfare, Welfare Schemes Initiated by Appropriate Governments.
3. **Agencies of Welfare**: State, Employer, Trade Unions, Voluntary Agencies.
4. **Social Security Measures**: Concept, Meaning, Importance.
5. **Statutory Provisions on Health, Safety and Welfare**: Health Provisions, Safety provisions, Welfare Provisions.
6. **Occupational Hazards and Diseases**: Concept, Meaning, Types, Examples of Occupational Hazards and Diseases.

N.B: (Important provisions only)

References:

1. Padhi P K: Labour and Industrial Laws, PHI, India
2. Taxman's Labour Laws 2017
3. Various Bare Acts.

VIDYASAGAR UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2019-20)

Major Specialization Groups

Specialization: Strategic Human Resource Management

Paper Code: MBA- 401 for Minor / MBA- 402 for Major

Subject: International and Comparative SHRM

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

- To understand the culture across globe
- To focus on recruiting and retaining of cross cultural employees
- To work on the organizational culture
- To establish the cultural issues in international context
- To know different types of international employees
- To understand & manage diversity across global culture

Course Contents

1. **Cross Cultural and Diversity Management:** Concept of Culture and Organisational Life, Cultural Understanding Cross- Cultural Differences and Managerial Implications, Hofstede's Study, Cultural environment, Important cross-cultural and diversity issues relating to International Management, Cross-cultural Competencies for Global Manager.

2. **Recruiting, Retaining and Promoting Culturally Different Employees:** Recruitment and selection issues on cultural context, Understanding the intercultural communication and interaction process, Performance management, employee development on cross-cultural perspective, Culture and reward systems, Retention and Promotion.

3. **Culture vis-à-vis Organisational Issues:** Technology and Culture in Organisations– Cultural issues in Merger and Acquisitions, Global Culture and Organisational processes, Cross-cultural issues in Business Process Reengineering, Total Quality Management, etc.

4. **Types of international employees and special categories of employees in International context:** New realities of the workforce, including demographic, legislation, and social policy trends around the world, Emerging workforce trends Cultural issues in international working on work-life balance and Managing multi-cultural teams: Issues and challenges.

5. **Understanding and Managing Diversity in Indian and Global Context:** Individual, Social Identity and Organisational Diversity, Diversity and Organisational culture, Diversity and Gender and Contemporary Issues in Workplace Diversity.

6. **Global Training:** Methods, Process, Pre Arrival and Arrival Training, Repatriation adjustments, Visioning.

References:

1. Thomas David C, Lazarova Mila B, *Essentials of International Human Resource Management: Managing People Globally*, SAGE Publishing
2. Harzing Anne-Wil, Pinnington Ashly, *International Human Resource Management*, SAGE Publishing
3. Misra R.N., *Changing Strategies in HRM (After Globalization)*, Discovery Publishing Pvt. Ltd.
4. Lawler III Edward E, Boudreau John W., *Global Trends in Human Resource Management: A Twenty-Year Analysis*, Stanford University Press
5. Hollinshead Graham &Leat Mike, *Human Resource Management: An International & Comparative Perspective*, Pitman Publishing

VIDYASAGAR UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2019-20)

Major Specialization Groups

Specialization: Strategic Human Resource Management

Paper Code: MBA- 403

Subject: Emerging Issues in SHRM

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

To understand the alignment of HR with corporate strategy

To evaluate strategic HR audit

To work on the system solutions for HR

To understand HR Analytics

To focus on current issues faced by Strategic HR Managers

To understand people supply chain

Course Contents

1. **SHRM - Aligning HR with Corporate Strategy:** - HR Role in Managing Merger & Acquisition – Managing Change – HR Role in Managing change through M&A - M&A Phases and HR Role – Preliminary stage (establishing people and culture fit) - M&A phase – Post M&A roles.
2. **Strategic HR Audit & Evaluation:** - Nature & Need for HR evaluation – Principles of Evaluation – Evaluation framework – Approaches to Evaluation – Audit approach – Analytical Approach – Balance Scorecard – Benchmarking – HR Dash Boards – HRD Scorecards.
3. **Human Resource Information System (HRIS):** - Nature – HRIS framework – Benefits – Key Trends
4. **HR Analytics:** Analytics & Big Data Analytics – HR Metrics & Analytics – HR Analytics in Practice – Stages of HR Analytics.
5. **New Frontiers of Strategic HR Managers:** - Strategic Involvement – Work –life integration – Disruptive Technology – Predictive Analytics – Corporate Citizenship – Knowledge Management, HR Professional as Change Agent, HR During Downturns.
6. **People Supply Chain:** - Dead Wood, Raw talent to pure talent – Talent Tracking & Traceability – Survival of the fittest.

References:

1. Gupta P.K., *Strategic Human Resource Management*, Everest Publishing House
2. Edwards Martin R. & Edwards Kirsten, *Predictive HR Analytics: Mastering the HR Metric*, Kogan Page Publishing Ltd.
3. Bhattacharyya, Dipak Kumar, *HR Analytics: Understanding Theories & Applications*, SAGE Publishing
4. Azmi Feza Tabassum, *Strategic Human Resource Management: Text and Cases*, Cambridge University Press
5. Samman Adel Al, *Towards a Strategic Human Resource Management: Roles of HR Audit & Organizational Culture*, Scholar's Press.

**VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Major Specialization Groups**

**Specialization: Retail and Supply Chain Management
Paper Code: MBA- 401 for Minor / MBA - 402 Major
Subject: Retail Supply Chain Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits**

Course Objectives:

- To understand the concept of supply chain and value chains in the context of retailing
- To understand the environmental factors affecting supply chain management in the context of globalization and process centered management
- To understand the important of the PLC and demand driven tools and techniques in supply chain
- To understand the concept of product tracking via bar codes, RFID application in the retail supply chain process
- To understand the concept of process standardization, cash to cash cycle reduction and opportunities in return in the retail supply chain process

Course Contents

1. **Defining the Retail Supply Chain:** Introduction; More than Stores; Defining the terms: Supply Chain and Supply Chain Management; the Importance of Customer Segments; Adding Value along the Chain; Types of Supply Chain Business; Supply Chain Component Data.

2. **Retail supply chain environment**: Importance of Drivers; Innovation Driver; Extended Product Design; Globalization; Flexibility Imperative – the Ultimate Capability; Process Centered Management.
3. **Retail strategy and supply chains**: The Product Life Cycle; Innovative and Functional Products; Market Research Costs; Customer Value and Product Types.
4. **The Demand Driven Supply Chain**: Vision for the Demand – Driven Supply Chain; the Path from Forecast Driven to Demand Driven; Demand Driven Tools and Techniques; Sponsoring the Demand Driven Supply Chain.
5. **Product Tracking Along Retail Supply Chains**: Low Tech Retailing; Beyond Basic Bar Codes; Radio Frequency identification: The Retail Application, RFID Applications.
6. **Retail Return**: Types of Returns; Opportunities in Returns: Reduced Returns, Improved Customer Service, Collaboration with Partners, Customer Feedback, Material Source, Environmental Mitigation, Additional Business, Cash to Cash Cycle Reduction, Process Standardization.

References

1. Ayers, James B., *Handbook of Supply Chain Management* - Auerback Publication
2. B Ayers, James, and Odegaard, Mary Ann – *Retail Supply Chain Management*, Auerbach Publications.
3. Hugos, NJ, *Essentials of Supply Chain Management* -John Wiley and Sons
4. Levy, Michael and A Weitz, Barton, *Retailing Management*, Tata McGraw Hill Publishing Company Ltd., 5th Edition,2003.
5. *Activity – Based Costing: Making it Work for Small and Mid- Sized Companies*, John Wiley, New York.

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Major Specialization Groups

Specialization: Retail and Supply Chain Management
Paper Code: MBA- 403 for Major
Subject: Retail Buyer Behaviour
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course objectives:

- To understand the factors affecting retail shopper behaviour
- To understand the different stages of the retail buying decision process
- To understand the needs and motives model in retail consumer behaviour

- To gain insight on the effects of social, cultural and opinion leadership on retail consumer behaviour
- To understand the concept of perception, different buying roles, brand choice, cognitive dissonance and brand loyalty in the context of retail management

Course Contents

1. **Introduction Marketing and Consumer Orientation**: Factors Influencing Buyer Behaviour, Buyer Behaviour - Concepts and Techniques for Understanding Retail Shopper Behaviour.
2. **Customer Buying Behaviour Process**: Customer Buying Behaviour Process - Stages in Retail Buying Decision Process - Eight Step Research Process, Information Search and Alternative Evaluation.
3. **Consumer Needs**: Consumer needs - Types and Systems of Need, Understanding Customer Needs and Motives Model of Retail Consumer Behaviour, Consumer Attitudes and Personality.
4. **Group Dynamics and Cultural Influence**: Group Dynamics and Consumer Reference Groups - Influence of Culture on Consumer Behaviour - Opinion Leadership Process - Personal influence on the Shopper, Social and Cultural influence on the Customer.
5. **Relevant Theories of Personality**: Perception Motivation Customer Buying Roles, Brand Choice and Post Purchase Dissonance, Brand Loyalty.

Particular

References

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

VIDYASAGAR UNIVERSITY

MBA: FOURTH SEMESTER Major Specialization Groups

**Specialisation: Strategic Marketing Management
MBA- 401 for Minor / MBA - 402 Major**

Subject: Advertising and Communications Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Learning objectives

- Students shall be able to choose a marketing communications mix to achieve the communications and behavioral objectives.
- Students shall learn to develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

1. **Communication tools**: Sales Promotion - Advertising - Personal Selling - Public Relations.
2. **Promotion Planning**: Budgeting for the Promotional Program - Implementation - Measurement of the organization's external communications with its environment and control.
3. **Communication Process**: Organizing for Advertising and Promotion - Role of Ad Agencies and Marketing Communication Organization.
4. **Buyer Response Issues**: Issues affecting buyer response to source, message, and channels: Psychological – Social - Situational issues.
5. **Media Planning and Strategy**: Evaluation of Broadcast Media - Evaluation of Print Media - The Internet and Interactive Media - Support Media.
6. **Brand Development**: Extension, Rejuvenation, Re-launch - Product Vs Brands - Why brands matter - Can anything be branded? - Factors shaping a brand over its life cycle - Brand challenges and opportunities - Brand Positioning & Brand Building- Brand knowledge - Brand portfolios and market segmentation- Steps of brand building - Identifying and establishing brand positioning, Defining and establishing brand values.
7. **Designing & Sustaining Branding Strategies**: Brand hierarchy, Branding strategy, Brand extension and brand transfer - Managing brand over time
8. **Brand Equity**: Concept - Sources – Benefits, Choosing Brand Elements to Build Equity, Brand element choice criteria - Brand element options - Measuring sources of brand equity and consumer mind-set - Co-branding - celebrity endorsement.

References

1. Ray, M. L., Advertising and communication management. Prentice-Hall.
2. Copley, P., *Marketing Communications Management*. Elsevier Butterworth-Heinemann.
3. Rossier, R., Percy, L., *Advertising Communications and Promotion Management*, Prentice-Hall.
4. Belch, M., Belch, G., *Advertising and Promotion: An Integrated Marketing Communications Perspective*. McGraw-Hill Education.

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Major Specialization Groups
Specialization: Strategic Marketing Management
MBA- 403 for Major
Subject: Services Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Learning Objectives

- To understand how the services sector operates in developed economies
- To understand and illustrate the main components of services marketing theory
- To appraise the way in which this theory can be practically applied in the service sector
- To develop and justify alternative marketing approaches that can be used by service managers

Course Contents

1. **Industrial Services:** Importance of Services Marketing - Services Marketing Management Process – Introduction to Services Marketing Mix – People – The key role of service employees in a service business - Concept of Service encounter - Moment of Truth; Physical evidence: Nature – Importance of Servicescape; Process Service: as a process, as a system - Different aspects and managerial challenges Strategies for managing inconsistency – Employee and Customer: roles in services.
2. **Segmentation: Targeting and Positioning of Services** - Services Design and Development – Service Blueprinting - Service Process - Managing Service Personnel - Service life cycle - Service design -Service guarantee.
3. **Pricing of services:** Factors involved in pricing a service product - demand variation and capacity constraints - Capacity Planning - Measures to respond to changes in demand Reshaping demand using effective pricing.
4. **Service Promotion:** Promotion objective for Services - Managing the Integrated Services - Communication Mix - Personnel Selling - Advertising and Sales Promotion - Role of Relationship Marketing in promoting services.
5. **Customer Satisfaction:** Monitoring and measuring - Understanding Customer Expectations and Zone of Tolerance - Order taking and fulfilment - Service Guarantee - Handling complaints, Defects, Failures and Recovery.
6. **Quality in Services:** Concept and Importance – Service Quality Models: Parsuraman – Zeithamal -Bitner (PZB) – Gaps Model - SERVQUAL and SERVPERF – Gronroos model.
7. **Distribution Strategies for Services:** Challenges in distribution of services - Role of Internet in distribution of Services - e-services.
8. **Marketing Applications in Select Service Industries:** Hospitality Services - Airlines – Tourism Services - Health Care and Wellness - Banking and Insurance Services.

9. **Services in Global Perspective:** International Marketing of Services: Recent Trends – Principal driving force - Key decisions in Global Marketing - Services Strategy and Organizing for Global Marketing.

References

1. Zeitham, V. A., Bitner, M. J., *Services Marketing*. Tata McGraw Hill
2. Srinivasan, R., *Services Marketing*. PHI.
3. Baron, S. and Harrisk, *Services Marketing: Text and Cases*. Palgrave
4. Christopher, Love lock, *Services Marketing: People, Technology and Strategy*. Pearson Education
5. Woodruff, Helen, *Service Marketing*, Macmillan

VIDYASAGAR UNIVERSITY
MBA: Fourth SEMESTER
(Effective from 2020-21)
Major Specialization Groups
Specialization: MBA: Business Data Analytics & Data Science
Paper Code: MBA- 401 for Minor /MBA- 402 for Major
Subject : Big Data & SQL
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

- To know about application of advanced SQL in data analytics
- To understand the concept of Big data
- To know about Hadoop and identifying the core components of Hadoop
- To learn about big data architecture and pattern
- To develop knowledge on Spark Map Transformation

Course Contents

1. **Advanced SQL:** Introduction, Getting started with virtual labs, handling multiple rows for single record, consolidating multiple results, Caching your views, Linked servers, Collation incompatibilities, Catching errors, Base 64 encoding & decoding.

2. **Data Analytics in SQL:**Advanced SQL, Data Analysis Using SQL, Assignment – SQL, Selecting columns, Filtering rows, Aggregate function, Sorting groups & joins.
3. **Introduction to Big Data:** Introduction to Big Data, Need for Big Data, Big Data Storage and Processing Framework – Hadoop.
4. **Big Data Processing Framework :**Introduction to Hadoop, Hadoop configuration, Apache Hadoop core components, Hadoop core components – HDFS, Hadoop installation - prerequisites, Hadoop Multi-node installation.
5. **Big Ingestion & Processing:**Big data architecture & pattern, Data ignition layer, Data collector layer, Data processing layer, Data storage layer, Data Query Layer, Data visualization Layer, Data visualization Layer.
6. **Big Data processing using Apache Spark :** Apache Spark Introduction & architecture deep dive, Working with text files to create Resilient Distributed Datasets (RDD) in Spark, Understanding the partitioning & distributed nature of RDD in Spark, Developing mastery in Spark Map Transformation & Lazy DAG execution model, Using Map transformation on Real world big data Retail Analysis, Developing mastery on spark filter transformation, Developing mastery in RDD of Scala collection, NYC Parking Case Study.

Reference

1. Acharya SCS, *Big Data and Analytics*, Wiley
2. Kamal R, *Big Data Analytics, Introduction to Hadoop, Spark, and Machine-Learning*, McGraw Hill Education
3. Bahga A, *Big Data Analytics: A Hands-On Approach*, VPT
4. Groff J, *SQL the Complete Reference*, McGraw Hill Education

VIDYASAGAR UNIVERSITY
MBA: Fourth SEMESTER
 (Effective from 2020-21)
Major Specialization Groups
Specialization: MBA: Business Data Analytics & Data Science
Paper Code: MBA- 403 for Major
Subject : Introduction to Data Visualization with Tableau
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

- To understand the process of data analysis and visualization of data
- To understand the tools to monitor resources and manage content
- To develop the ability to create dashboard
- To learn Geo coding and mapping in Tabeau

- To develop the ability to integrate R with Spark & Hadoop for large scale data analytics

Course Contents

1. **The Visualization Design** : Data Visualization with Tableau Specialization, Data visualization and D3.js, Python for Data Analysis and Visualization, D3.js Data Visualization Fundamentals, How to Process, Analyze and Visualize Data. Motion Chart, Motion Chart, Bump Chart, Donut Chart, Waterfall Chart, Pareto Chart, Introducing R programme in Tableau.
2. **Data Organization & Scripting** : Tools to monitor resources and manage content, External repository hosting and node optimization to improve scalability, AWS key management integration to enhance security, Custom R and Python scripts in Tableau Prep.
3. **Dashboard - Building/ Layout & Formatting/ Interactivity**: Dashboard size options, How to set overall dashboard size, How to use group items using layout containers, Layout container types, How to add a layout container, How to evenly distribute a layout container's team, How to format a layout container .
4. **Geo-coding & mapping in Tableau**: Geocoding in Tableau, Importing custom geocoding in Tableau, Using custom graphic units in map, Replacing Tableau's standard map
5. **Hands-on Working with Data** : Understand the R programming language and its ecosystem of packages for data science, Obtain and clean your data before processing, Master essential exploratory techniques for summarizing data, Examine various machine learning prediction, models, Explore the H2O analytics platform in R for deep learning, Apply data mining techniques to available datasets, Work with interactive visualization packages in R, Integrate R with Spark and Hadoop for large-scale data analytics.
6. **Integrating Tableau with R** : What is R Studio, Installing R & R Studio, Setting Up Tableau Desktop with R, Configure an Reserve Connection on Tableau, Pass Expressions to R, R Functions in Tableau, Run an R script on Tableau8a

Reference

1. Meier M, Baldwin D, *Mastering Tableau 2019.1: An expert guide to implementing advanced business intelligence and analytics with Tableau 2019*, Packt Publishing Limited
2. Healy K, *Data Visualization – A Practical Introduction*, Princeton University Press
3. Milligan JN, *Learning Tableau 2019: Tools for Business Intelligence, data prep, and visual analytics*, Packt Publishing Limited
4. Ryan L, *Visual Data Storytelling with Tableau*, Pearson

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Major Specialization Groups
Specialization: Digital Marketing
Paper Code: MBA- 401 for Minor /MBA- 402 for Major
Subject: Social Media Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Objectives

- To trace the evolution of social media marketing methods in digital marketing strategy
- To understand the process of setting up and analyzing Facebook ad campaigns
- To utilize Twitter posts in digital marketing
- To identify and utilize marketing strategies on LinkedIn
- To incorporate Instagram marketing in digital marketing strategy
- To understand common tools and channels for social media marketing
- To analyze Social Media Marketing ROI

Course Contents

1. **Basics of Social Media Marketing:** The evolution of social media; the definition of social media; the nature of social media; brands and social media; Definition of Social Media Marketing; social media marketing methods.
2. **Facebook Marketing & Advertising:** Introduction to Facebook; Introduction to Facebook Ads; types of campaigns; setting up Facebook ad campaigns; ad formats on Facebook; analyzing Facebook ad campaigns.
3. **Twitter Marketing:** Introduction to Twitter; basics of Twitter profiles; Types of Posts; marketing strategies on Twitter; Twitter analytics.
4. **LinkedIn Marketing:** Introduction to LinkedIn; Benefits of LinkedIn Network; LinkedIn profile basics; posts on LinkedIn; ads on LinkedIn; Marketing strategies on LinkedIn.
5. **Instagram Marketing:** Introduction to Instagram, Instagram account basics, types of Content on Instagram, Instagram Post Designing, Marketing strategies on Instagram
6. **Other Social Media Channels:** Marketing using Periscope, Pinterest, Flickr, MySpace, Reddit; creating strategies for other channels; Social Media Marketing ROI.

References:

1. McDonald, J., *Social Media Marketing Workbook: How to Use Social Media for Business*, CreateSpace Independent Publishing Platform
2. Ford, J.E., *Social Media Marketing for the Future*, Independently published
3. Tuten, T.L., Solomon, M.R., *Social Media Marketing, Third Edition*, SAGE

4. Barker, M., Barker, D.I., et al., *Social Media Marketing: A Strategic Approach, 2nd Edition*, Cengage Learning

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Major Specialization Groups
Specialization: Digital Marketing
Paper Code: MBA- 403 for Major
Subject: Display, Video and Mobile Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Objectives

- To identify display advertising benefits and channels
- To understand Google Display Network campaigns and strategies
- To identify video marketing benefits and types
- To understand YouTube marketing campaigns and strategies
- To incorporate mobile marketing methods and strategies in digital marketing
- To analyze the effect of Display, Video and Mobile marketing using online tools

Course Contents

1. **Display Advertising Basics**: Definition of display advertising; benefits & challenges of online display advertisements, display advertising channels, running effective advertisements
2. **Google Display**: Google Display Network; campaign types and campaign setup; ad formats; Google display strategies.
3. **Video Marketing and Advertising Basics**: Definition of Video Marketing; The benefits of video marketing and advertising; video advertising channels; types of video marketing and advertising.
4. **YouTube Marketing and Advertising**: Types of YouTube videos; YouTube marketing processes; setting up and running YouTube Video Channels; advertising on YouTube; YouTube video analytics.
5. **Mobile Marketing Basics**: Basics of Mobile Marketing; Importance of mobile advertising; mobile marketing methods; mobile marketing tools.
6. **Mobile Marketing Analytics**: Mobile Analytics Metrics; Mobile App Metrics Mobile Marketing analytics tools.

References:

1. Booth, D., *Display Advertising: An Hour a Day*, Sybex

2. Bortone, L., *Video Marketing Rules: How to Win in a World Gone Video*, CreateSpace Independent Publishing Platform
3. Scott, D.M., *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, Newsjacking, and Viral Marketing to Reach Buyers Directly*, Wiley
4. Mowatt, J., *Video Marketing Strategy: Harness the Power of Online Video to Drive Brand Growth*, Kogan Page
5. Guerrieri, A., *The Mobile Native's Guide to Marketing*, AkilaOne
6. Garris, M., Mishra, K., *A Beginner's Guide to Mobile Marketing*, Business Expert Press

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Major Specialization Groups
Specialization: Banking and Strategic Finance
Paper Code: MBA- 401 for Minor /MBA- 402 for Major
Subject: Fundamental and Technical Analysis
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the basic objectives of Fundamental Analysis
- To know about the E-I-C framework
- To identify various key Revenue drivers for the Industries
- To understand various Financial Statements used to analyze a Company
- To learn the basics of Technical Analysis
- To analyze various methods used for Stock selection

Course Contents

1. **Basics of Fundamental Analysis:**What is Fundamental Analysis, Reasons to study Fundamental Analysis, Required skills for a Fundamental Analyst, Insights of Fundamental Analysis, Tools of Fundamental Analysis, Top-Down Approach, The Bottom Up Approach in Fundamental Analysis.
2. **Preparing “Top Down” Fundamental Analysis:**The E-I-C Framework- Factors Impacting the Stock Price, Relevance of Economic Factors in Fundamental Analysis, Why Industry Analysis Is Undertaken in A Given Economy, The Company in Thick of Actions.
3. **Digging into Industry Fundamentals:**Industry Constituents for an investor, Understanding the potential of an industry, Considerations for Understanding Industry Fundamentals, Revenue Drivers for Specific Industries
4. **Things to Look at When Analyzing a Company:**Financial Statements, The Management, Corporate Governance, Taking Stock of Competition, Keeping A Close Watch On Industry-Wide Changes, Cash Position, History of Paying Dividends, Financial Results.
5. **Technical Analysis:** What is Technical Analysis, Principles of Dow Theory, Trend Analysis of Stock Price, Understanding Leading and Lagging Indicators to Analyze Stock Price Movement.

6. **Analysis of a Company's Share Price**: Study of Financial Position, Understanding Various Methods for Stock Selection.

References:

1. Palat, R., *Fundamental Analysis for Investors*, Vision Books
2. Kumar, N. and Mohapatra, S., *The Use of Technical and Fundamental Analysis in Stock market in Emerging and Developed Economies*, Emerald Group
3. Sincere, M., *Understanding Stocks.*, McGraw Hill Professional
4. Parameswaran, S., *Equity Shares, Preferred Shares and Stock Market Indices.*, McGraw-Hill

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Major Specialization Groups
Specialization: Banking and Strategic Finance
Paper Code: MBA-403 for Major
Subject: Investment Analysis

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives:

- To understand the structure of Indian Financial Markets
- To learn different types of Investment returns
- To understand various asset allocation and rebalancing strategies
- To understand the role of Insurance in Financial Planning
- To learn various types of Retirement products
- To understand the role of Regulators and SRO's

Course Contents

1. **Introduction to Indian Financial Markets**: The Indian Economy, The Indian Financial Markets, Structure of Financial Markets in India, Role of Participants in the Securities Market, Regulators of Financial Markets, Nature and Definition of Primary Markets, Role and Function of the Secondary Market, Corporate Actions.
2. **Managing Investment Returns**: Understanding Returns, The Concept of Compounding, Real Rate of Return VS Nominal Rate of Returns, Tax Adjusted Returns, Risk Adjusted Returns.
3. **Asset Allocation and Investment Strategies**: Various Asset Classes, Portfolio Construction, Practical Asset Allocation and Rebalancing Strategies, Portfolio Monitoring and Rebalancing.
4. **Insurance**: Introduction to Insurance, Fundamentals of Risk Management, Insurance Contract, Terminology, Elements and Principles, General Insurance, Personal and Liability Insurance, Financial Planning and Life Insurance, Types of Life Insurance Policies, Insurance Intermediaries
5. **Retirement Planning**: Introduction to Retirement Planning Process, Estimate your Retirement Corpus, Determining the Retirement Corpus, Retirement Products.
6. **Regulatory Environment and Ethical Issue**: Regulation for Investment Advisers, Regulatory System and Environment, Role of Regulators, Role of SRO, PMLA Act (2002), Code of Conduct and Ethics, Ethical Issue in Providing Financial Services, Investor Complaint Redressal System.

References

1. Chandra, P., *Investment Analysis and Portfolio Management*, Mc Graw Hill Education
2. Scott, D. L., *How to Manage Your Investment Risks and Returns*, Vision Books
3. Sankaran, S., *Wealth Engine: Indian Financial Planning & Wealth Management Handbook*, Vision Books
4. Graham, B. and Dodd, D., *Security Analysis, Sixth Edition*, Mc Graw Hill Education

VIDYASAGAR UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Operations and Systems Management

Paper Code: MBA- 401 for Minor / 402 for Major

Subject: E-Commerce Programming Languages

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course is to develop the concepts, vocabulary, and procedures associated with E-Commerce Programming. The student gains an overview of all aspects of E-Commerce. The topics include development of the Internet and E-Commerce applications, in perspective of doing business on the Internet, features of Web sites and the tools used to build an E-Commerce web site, marketing issues, payment options, security issues, and customer service.

Course Contents

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

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

References:

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

VIDYASAGAR UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2018-19)

Major Specialization Groups

Specialization: Operations and Systems Management

Paper Code: MBA- 403

Subject: Information Technology Enabled Services

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course is to make the students explore the services of I.T.E.S, and also measure the scope for applications of I.T.E.S in promoting Services Marketing. It will also develop the understanding of Information Technology that enables the business by improving the quality of service. ITeS is also called web-enabled services or remote services that cover the entire operations which exploit Information Technology for improving the efficiency of an organisation and also evaluate the Elements of Promotion of Services. The overall objective of this course is to produce highly trained, qualified and globally competitive certificate level human resource for absorption into various sectors.

Course Contents

1. **Introduction to IT Enabled Services:** Meaning of IT Enabled Services, Users of IT Enabled Services, Technology Involved, Deployment Issues in Establishment of IT Enabled Services, Medical, Legal, E-Banking, E-Business.

2. **Environment Scanning and Competitiveness of IT and ITES Industry:** The Global IT and ITES Industry, Overview of India's IT and ITES Industry, IT Services (ITES/BPO Engineering Services, R&D, and Software Products).
3. **Current Employment in the IT and ITES industry:** Newly Emerging Area and Requirement of IT Enabled Service Sector.
4. **Skill Development in the IT Industry:** Value Chain in the IT industry, Skills Required and Skill Gaps in the IT Industry, Format and Transcribe a Variety of Law Office Documents, Knowledge of a Variety of Legal Forms and Documents including Letters, Memos, Briefs, Pleadings, Agendas, Transcripts, Reports, Delivery Skill Requirements and Skill Gaps Specific to Pre-Sales and Business Analysis, Major Trends Impacting Skill Requirements for the IT Industry.
5. **ITES in Medical Field:** Medical Transcription and Editing, Medical Terminology, Transcribe All Forms of Medical Reports, Laboratory, Data, Diagnostic Assessments, and Health Records, Medical Records Management: (Understanding Medical Records, Model Report Forms)
6. **IT Law:** An Overview of Indian IT Law, Introduction to Indian Legal System, Understanding of IT Law, IT Act, 2000 with Amendments, Scope, Electronic Signature, Offences and Punishment under the Act.
7. **Industry Oriented Human Resource Requirement:** Outlook of the IT and ITES Industry.

References:

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

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
 (Effective from 2018-19)
Minor Specialization Groups
Specialization: Retail Management
Paper Code: MBA- 401
Subject: Sectoral Retailing

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this course is to create an overview of various retail sectors operating in Indian mainly with store based concepts. Different retail sectors practice retailing in a different way and through the contents the differentiation can be understood and can be driver to become successful retailer. The different drivers pertaining to both retail and merchandising management can be discussed through this course and that always helps to drive the elements of both the aspects, differently.

Course Contents

1. **Sectoral Retailing-An Overview:** Organized and Unorganized Retailing: Difference, Drivers of Retail Changes in India, Theories of Retail Development & Business Models in Retail, Retail Sectors: An Overview and Growth in Indian Market, Financial Retail, Jewellery Retail,

Pharmaceutical Retail, Travel and Tourism Retail, Luxury Retailing, Other Contemporary Sectors of Retail.

2. **Financial Retailing:** Definition, Types, Features, Composition & Size in India, Key Players.
3. **Jewellery Retailing:** Definition, Types, Features, Composition & Size in India, Key Players, Jewellery vs. Luxury Retailing.
4. **Pharma Retailing:** Definition, Types, Features, Composition & Size in India, Key Players, Health and Medical Tourism, Various Other Forms of Pharmaceutical Retailing.
5. **Travel and Tourism:** Culture & Heritage, Eco-tourism, Sport & Adventure Tourism, Wildlife Tourism, Rural & Village Tourism, Beach & Coastal Tourism, Shopping Destination, WTTC, ITDC, Barrier and Types of Travelers.

References:

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

VIDYASAGAR UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2018-19)

Minor Specialization Groups

Specialization: Logistics and Supply Chain Management

Paper Code: MBA- 401

Subject: E-Logistics

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

In the information age, Supply Chain and Logistics are greatly influenced by advances of information technology. It is imperative for practitioners to be acquainted to basic nuances of technology applications in the function to take up appropriate roles. LS401 takes a comprehensive look at the subject incorporating E-Commerce, E-Security etc along with interfacing areas like E-banking. The course endeavors to familiarize students with modern day technology applications so as to enable them to perform their roles in industry with greater effectiveness. At the academic/education level, marketing and other majors would value add on their business knowledge and acumen through the exposures to E-Commerce, E-Banking and E-Security.

Course Contents

1. **Role and Importance of IT in Logistics, Transportation and Supply Chain Management:** IT Solutions for Supply Chain Management, Supply Chain Information Technology in Practice, - IT as an Enabler/Driver of SCM.
2. **Overview of E – Commerce:** Internet, Intranet, Extranet, Definition, Goals of E- Commerce, Difference between E-Commerce and E- Business, Models of E- Commerce, Limitations and Advantages of E-Commerce, Entrepreneurial Opportunities and Boom.
3. **E-Banking and Its Importance in E-Logistics:** Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment - Gateway Example), Securities in E-banking (SSL - Digital Signatures – Examples), Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), NEFT & RTGS.
4. **E- Security:** Hazards of E-Transactions, Firewalls, Electronic Market / e- shop, Introduction to Security, Types of Securities, Security Tools, Network Security.
5. **IT and Project Management:** E-learning, Models, Video Conferencing, Building Online Community, Virtual Office and Management.
6. **Core Issues in E – Logistics:** Logistics & Supplier Chain Management, Warehousing Management, Transportation/Distribution Management.
7. **Enterprise Resource Planning (ERP):** Introduction, Need, Advantages, Growth, ERP Vendors.
8. **ERP and Related Technologies and Implementation:** Business Process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Basics of Implementation.

References:

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

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
 (Effective from 2018-19)
Minor Specialization Groups
Specialization: Media Management
Paper Code: MBA- 401
Subject: Media Laws & Ethics

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Media laws & Ethics subject gives an idea about the laws which are related to the Media Industry and about which the Media Industry need to abide by. Along with this the subject includes a part regarding Ethics which is very essential particularly for this subject.

Course Contents

1. **Constitution of India:** Salient Features, Fundamental Rights and Directive Principles, Constitutional Provisions for the Freedom of Speech and Expression – Article 19(1)(a), Reasonable Restrictions – Article 19 (2), Article 352-360.
2. **Press Law:** Media Ethics & Professional Morality, Code of Ethics & Guidelines for the Press, The McBride Commission, NANAP and NWICO, Freedom of the Press in India, Press during Emergency.

3. **Copyright Act:** Defamation, Copyright Act 1957, Parliamentary Proceedings (Protection of Publication) Act 1956, Law of Obscenity, Official Secrets Act 1923, Contempt of Court Act 1971, Press and Registration of Books Act 1867, Right to Information Act.
4. **Broadcast Laws:** Broadcasting Code, Video Piracy, Censorship, Cyber Laws, Ethical Aspects of Journalism and Mass Media, The Press Council Act and the Press Council of India, TRAI, Broadcasting Bill and the BRAI - Indian Broadcasting Federation, Lokpal Bill and Lokayukta.
5. **Press Act:** The Press (Objectionable matters) Act – Defamation - Libel & Slander, Contempt of Court, Copyright, Intellectual Properties Act.
6. **Media Act:** The Press (Objectionable Matters) Act, Defamation, Libel & Slander, Contempt of Court, Copyright, Intellectual Properties Act, Press & Registration of Books Act, Delivery of Books & Newspapers Act.
7. **Cyberspace Act:** Internet & Cyberspace in the Present Age, Evolution & History of Cyber Crime, Various Cyber Crimes, Cyber Laws & Information Technology Act.

References:

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

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
 (Effective from 2018-19)
Minor Specialization Groups
Specialization: Pharma Management
Paper Code: MBA- 401

Subject: Pharmacology and Drug Regulatory Affairs
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course will explain the regulatory framework for controlling and managing drug development and describe risk assessment methods used in the drug development process. The course will equip students to understand the therapeutic mode of action, and structural considerations of different classes of biopharmaceutical agent and will give in depth knowledge about the current regulatory acts and safety norms of the modern pharmaceutical industries.

Course Contents

1. **General Pharmacology:** Introduction to Pharmacology, Sources of Drugs, Dosage Forms and Routes of Administration, Mechanism of Action, Combined Effect of Drugs, Factors Modifying Drug Action, Tolerance and Dependence, Pharmacokinetics: Absorption, Distribution, Metabolism and Excretion of Drugs, Drug Addition & Drug Abuse, New Drug Development.
2. **Pharmacology of Drugs Acting on Central Nervous System and Pharmacology of Drugs Acting on Cardiovascular System:** Neurohumoral Transmission in the C.N.S, General Anesthetics and Local

Anaesthetics, Sedatives, Hypnotics, Anti-epileptics Drugs, Analgesics, Antipyretics, Anti-inflammatory and Anti-gout Drugs, Narcotic Analgesics and Antagonists, Psychopharmacological Agents, Antipsychotics (Neuroleptic drugs), Antidepressants, Psychomimetics, Anti-parkinsonian Drugs - Digitalis and Cardiac Glycosides, Antihypertensive Drugs, Antianginal and Vasodilator Drugs, Antiarrhythmic Drugs.

3. **Drugs Acting on the Haemopoetic System**: Haematinics, Anticoagulants, Fibrinolytic and Anti-Platelet Drugs, Vitamin K and Haemostatic Agents.
4. **Drugs Acting on the Respiratory System and Drugs Acting on the Gastrointestinal Tract**: Anti-asthmatic Drugs including Bronchodilators, Anti-tussives and Expectorants, Respiratory Stimulant, Antacids, Anti-Secretory and Anti-ulcer Drugs, Laxatives and Anti-diarrhoeal Drugs, Emetics and Anti-emetics.
5. **Chemotherapy**: General Principles of Chemotherapy, Sulfonamides and Cotrimoxazole, Quinolones, Antibiotics, Pencillins, Cephalosporins, Tetracyclines, Amino Glycoside, Chloramphenicol, Erythromycin and Miscellaneous Antibiotics, Chemotherapy of Tuberculosis, Leprosy, Fungal Diseases, Viral Diseases.
6. **New Drug approval process**: National Drug Regulatory Requirements; National Drug Policy, Drugs and Cosmetics Act and Its Amendments, Overview of Schedule, Details of Schedule M & Y.
7. **Regulatory Agencies**: Requirements of cGMP with Specific Reference of USFDA (21 CFRpart 210 and 211), European Medicines Agency (EMA) Guidelines, Overview of GMP Guidelines with Specific Reference of WHO, MHRA, TGA and ANVISA Guidelines.
8. **Property Rights**: Types of IP-Patent, Copyrights, Industrial Design and Trademark, Importance, Application, Processing of Patent, Indian Patent Act and Post 1995 Amendments, WTO, TRIPS.

References:

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

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2018-19)

Common Papers

Paper Code: MBA- 404

Subject: International Business

Full Marks: 100

No. of Class: 40 Hours

4 Credits

Course Objective

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate and to identify the role and impact of political, economical, social, and cultural variables

in international business. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.

Course Contents

1. **Introduction**: Concept, Theoretical Foundations of International Business, Balance of Payments, International Liquidity. (10 hours)
2. **International Economic Institutions**: IMF, World Bank, IFC, IDA, ADB.
3. **WTO**: Functions, Policies of WTO.
4. **Foreign Trade**: Composition and Direction, EXIM Bank, EXIM Policy of India, Regulation and Promotion of Foreign Trade.
5. **Exchange Rate Mechanisms**: Exchange Rate Mechanisms and Arrangement, Movements in Foreign Trade and Impact on Trade and Investment Flows, FDI and FPI-Their Impact on Foreign Trade.

References:

1. Chacholiades, M. International Trade: Theory and Policy. McGraw Hill Book Company.
2. Cherunilam, F. International Business Environment. Himalaya Publishing House.
3. Daniels J.etal. Internation Business – Environments and Operations. Pearson Education.
4. Sodersten, B. International Trade: Theory and Policy. Macmillan.

VIDYASAGAR UNIVERSITY MBA: FOURTH SEMESTER

(Effective from 2018-19)

Common Paper

Paper Code: MBA - 405

Subject: Strategic Management

Full Marks: 100

No. of Classes: 40 Hours

4 Credits

Course Objective

The objective of the course is to expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy formulation, implementation, and control in organizations. It will help students to develop skills for applying these concepts to the solution of business problems. This course will develop the strategic thinking and decision making abilities of students, especially in relation to understanding the employability of various strategies in different situations.

Course Contents

1. **Introduction**: Strategic Management- Concept, Definition, Characteristics, and Objectives.
2. **Corporate Strategy**: Concept, Components of Strategy Formulation, Ansoff's Growth Vector, BCG Model, Porter's Generic Strategies.
3. **Competitor and Industry Analysis**: Strategic Dimension and Group Mapping, Strategies in Industry Evolution, Fragmentation, Maturity and Decline, Competitive Strategy.

4. **Corporate Level Strategy:** Expansion, Retrenchment and Combination Strategies, Corporate Restructuring.
5. **Global Strategy:** Managing Cultural Diversity, Global Entry Strategies, Globalization of Financial System and Services, Transnationalization of World Economy.
6. **Managing International Business:** Competitive Advantages of Nations, RTP and WTO.

References:

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

**VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER**

(Effective from 2018-19)

Common Papers

Full Marks: 100 Paper Code: MBA- 406

Subject: Business Plan Development 4 Credits

Course Objective

Business planning is an essential component of successful business management. This course will help the students to formulate strategic plan for unforeseen events as well as new competitors that enter the marketplace. It is necessary for business owners to create a set of planning objectives that effectively outline how the business will be run, potential risk factors and effective marketing strategies. It will enhance the entrepreneurial mindset of the management students.

Students will submit their individual business plan. There shall be **Internal Evaluation** of the Business Plans.

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2018-19)
Common Papers
Paper Code: MBA- 407
Subject: Dissertation (equivalent to One Paper)
Full Marks: 100 4 Credits

Course Objective

The dissertation course is an opportunity for students to carry out an independent - though supervised - applied research project. The purpose of the dissertation is to develop students' ability to apply their business knowledge and skills to address a business problem.

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

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2018-19)
Common Papers
Paper Code: MBA - 408
Subject: Grand Viva (equivalent to One Paper)
Full Marks: 100 4 Credits

Course Objective

The objective of the course is to evaluate the overall assessment of the students. Examiners raise some pertinent questions to the students from their area of specializations and evaluate their verbal defense.

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