Vidyasagar University
Midnapore-721102, West Bengal

The SYLLABUS for

MASTER OF BUSINESS ADMINISTRATION

Under Choice Based Credit System (CBCS)
(Semester Programme)



[w.e.f. 2022-23]

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PROGRAMME OUTCOMES

- **PO-1: Effective Knowledge of Management:** Enrich the knowledge of management theories and practices in respect of socio-economic and cultural changes. Practice based teaching learning methods lead to uplift the adequate knowledge of advance management.

- **PO-2: Analytical and Critical Thinking:** Enhance the understanding of business problems, facts and forces, which leads to improve the analytical and critical thinking abilities to resolve business problems.

- **PO-3: Leadership Skill:** Learn the effective leadership quality to manage the human capital of an organization. Develop inclusive leadership skill and explore how to build diverse teams, which are both innovative and resilient.

- **PO-4: Entrepreneurial Mindset**: Enable youth to bring a positive change in the society and their lives through innovation and entrepreneurial mindset. Transform the tangible hope into vulnerable communities around the society to improve the livelihood.

- **PO-5: Communication Ability:** Enhance the communication ability to communicate with various stakeholders at all levels.

- **PO-6: Social and Ethical Values**: Recognizes various value system and dimensions of decision making process of the people and improve accordingly for making judicious decisions as a responsible Corporate Citizen

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PROGRAMME SPECIFIC OUTCOMES

- PSO-1: Enhancement of Employability skills to mitigate the corporate demands.
- PSO-2: Improving problem solving skills according to the changing corporate environment.
- PSO-3: Learn how to utilize resources efficiently to maximize outcomes.
- PSO-4: Improves communication skills to handle the local and global market requirements.
- PSO-5: Analyze the contemporary issues in management in local and global perspectives.
- PSO-6: Frame entrepreneurial mindset to become self-independent.
- PSO-7: Aware about CSR practices and sustainability.
- PSO-8: Develop leadership skills to perform organizational functions efficiently and effectively.
- PSO-9: Transforming the traditional business ideas and thoughts into modern form of business.
- PSO-10: Improve the technological skill to handle different tech-oriented activities.

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:: Content ::

Semester	Course Code	Course Title	Full Marks	No. of Lectures (hours)	Credit (Lecture – Tutorial - Practical) (L-T-P)
I	MBA- 101	Principles of Management and Organizational Behaviour	100	40	4 (3+1+0)
	MBA- 102	Managerial Economics	100	40	4 (3+1+0)
	MBA- 103	Statistics for Business Decisions	100	40	4 (3+1+0)
	MBA- 104	Accounting for Managerial Decisions	100	40	4 (3+1+0)
	MBA- 105	Business Ethics and Corporate Social Responsibilities	100	40	4 (3+1+0)
	MBA- 106	Business Communication	100	40	4 (3+1+0)
	MBA- 107	Industrial Visit: Report and Presentation	100	80	4 (0+0+8)
	MBA- 108	Information Systems for Managers	50	20	2 (2+0+0)
	MBA-199	Computer Applications in Business	50	40	2 (0+0+4)
		Total	800		32
II	MBA- 201	Financial Management	100	40	4 (3+1+0)
	MBA- 202	Marketing Management	100	40	4 (3+1+0)
	MBA- 203	Human Resource Management	100	40	4 (3+1+0)
	MBA- 204	Research Methodology	100	40	4 (3+1+0)
	MBA- 205	Legal and Business Environment	100	40	4 (3+1+0)
	MBA- 206	Production and Operations Management	100	40	4 (3+1+0)
	MBA- 207	Summer Internship Project	100	80	4 (0+0+8)
	MBA- 208	Project Presentation and Viva-Voce	100	80	4 (0+0+8)
		Total	800		32
III	MBA- 301	Entrepreneurship Development	100	40	4 (3+1+0)
	MBA- 302	Business Plan Development and Presentation	100	80	4 (0+0+8)
		Minor Specialization Paper	100	40	4 (3+1+0)
		Minor Specialization Paper	100	40	4 (3+1+0)
		Major Specialization Paper	100	40	4 (3+1+0)

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		Major Specialization Paper	**100**	**40**	**4 (3+1+0)**
		Major Specialization Paper	**100**	**40**	**4 (3+1+0)**
		Major Specialization Paper	**100**	**40**	**4 (3+1+0)**
		Total	**800**		**32**
IV	**MBA- 401**	**Business Analytics**	**100**	**40**	**4 (3+1+0)**
	MBA- 402	**Strategic Management**	**100**	**40**	**4 (3+1+0)**
	MBA- 403	**International Business**	**100**	**40**	**4 (3+1+0)**
	MBA- 404	**Dissertation**	**100**	**80**	**4 (0+0+8)**
	MBA- 405	**Grand Viva**	**100**	**NA**	**4**
		Minor Specialization Paper	**100**	**40**	**4 (3+1+0)**
		Major Specialization Paper	**100**	**40**	**4 (3+1+0)**
		Major Specialization Paper	**100**	**40**	**4 (3+1+0)**
		Total	**800**		**32**
		Grand Total	**3200**		**128**

The total credit for the course is 128.

Note:

- **For third semester four elective papers are to be chosen as major from the list of one specialisation area and two elective papers to be chosen as minor from the list of any other specialisation area.**

- **For fourth semester two elective papers are to be chosen as major from the same specialization area as selected in Semester-III and one elective paper to be chosen as minor from the same specialization area as selected in Semester-III.**

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List of Specializations and Courses for MBA 3rd Semester

Finance

MBA- 306A: Banking and Financial Institutions
MBA- 306B: Behavioural Finance
MBA- 306C: Working Capital Management
MBA- 306D: Digital Finance
MBA- 306E: Corporate Reporting
MBA- 306F: Investment Analysis and Portfolio Management
MBA- 306G: International Financial Management
MBA- 306H: Financial Derivatives and Risk Management

Marketing

MBA- 307A: Sales and Distribution Management
MBA- 307B: Service Marketing
MBA- 307C: Sectoral Marketing
MBA- 307D: Green and Sustainable Marketing
MBA- 307E: Consumer Behaviour
MBA- 307F: Digital and Social Media Marketing
MBA- 307G: Agri Business Management
MBA- 307H: Retail Management

Human Resource

MBA- 308A: Human Resource Planning and Utilization
MBA- 308B: Human Resource Development and Talent Management
MBA- 308C: Industrial Relations
MBA- 308D: Compensation and Rewards Management
MBA- 308E: Performance Management and Competency Mapping
MBA- 308F: Industrial and Labour Laws
MBA- 308G: International Human Resource Management
MBA- 308H: Organizational Change and Development

Business Analytics and Data Science

MBA- 309A: Fundamentals of Data Analytics
MBA- 309B: Data Science Using R
MBA- 309C: Business Forecasting using IT and ITES
MBA- 309D: Data Visualization for Managers

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Retail Management

MBA- 310A: Retail Management: Theory and Practices
MBA- 310B: Retail Merchandising Management
MBA- 310C: Retail Sales Technique and Promotions
MBA- 310D: Store Management

Digital Marketing

MBA- 311A: Fundamentals of Digital Marketing
MBA- 311B: SEO and SEM Strategies
MBA- 311C: Content Marketing Strategies
MBA- 311D: Cyber Security in Digital Marketing

Logistics and Supply Chain Management

MBA- 312A: Fundamentals of Materials Management
MBA- 312B: Transport Management
MBA- 312C: Inventory and Stores Management
MBA- 312D: Logistics and Supply Chain Management

Systems

MBA- 313A: Cloud Computing for Business
MBA- 313B: Enterprise Resource Planning
MBA- 313C: Decision Science and Software Engineering
MBA- 313D: Structured Systems Analysis and Designing

Media Management

MBA- 314A: Organization and Management for Media
MBA- 314B: Media Business Structure and Strategies
MBA- 314C: Media Business Planning
MBA- 314D: Integrated Marketing Communication for Media

Pharmaceutical Management

MBA- 315A: Microbiology and Immunology
MBA- 315B: Bio-pharmaceutics and Pharmacology
MBA- 315C: Supply Chain Management in Pharmaceutical Industry
MBA- 315D: Brand Management in Pharmaceutical Industry

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List of Specializations and Courses for MBA 4th Semester

Finance

MBA- 406A: Financial Markets and Services

MBA- 406B: Strategic Financial Management

MBA- 406C: Financial Analysis and Planning

MBA- 406D: Corporate Tax Planning and Management

Marketing

MBA- 407A: Strategic Marketing

MBA- 407B: Promotion Management

MBA- 407C: International Marketing

MBA- 407D: Brand Management

Human Resource

MBA- 408A: Leadership and Team Dynamics

MBA- 408B: Strategic Human Resource Management

MBA- 408C: Digital Human Resource Management

MBA- 408D: HR Analytics

Business Analytics and Data Science

MBA- 409A: Big Data and SQL

MBA- 409B: Business Analytics using IOT, AI and ML

Retail Management

MBA- 410A: Sectoral Retailing

MBA- 410B: International Retailing

Digital Marketing

MBA- 411A: Social Media Marketing

MBA- 411B: Web Analytics

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Logistics and Supply Chain Management

MBA- 412A: Applications of IT and ITES in Supply Chain Management

MBA- 412B: E-Logistics

Systems

MBA- 413A: Data Mining and Business Intelligence

MBA- 413B: E-Commerce Programming Languages

Media Management

MBA- 414A: Event Management

MBA- 414B: Media Laws and Ethics

Pharmaceutical Management

MBA- 415A: Quality Control and Regulatory Practices in Pharmaceutical Industry

MBA- 415B: Strategic Management in Pharmaceutical Industry

Distinctive features of course content :

- **Value-added course:** MBA-307F, MBA-401, MBA-404, MBA-406D
- **Employability / entrepreneurship/ skill development:** MBA-106, MBA-107, MBA-204, MBA-207, MBA-208, MBA-301, MBA-302, MBA-308F
- **Digital content:** MBA-199
- **Ethics, gender, human values, environment & sustainability:** MBA-105, MBA-205, MBA-301, MBA-408A
- **The new course introduced:** MBA-107, MBA-108, MBA-401, MBA-306B, MBA-306D, MBA-306H, MBA-307C, MBA-307D, MBA-307F, MBA-307G, MBA-308H, MBA-408A, MBA-408C, MBA-408D

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DEPARTMENT OF BUSINESS ADMINISTRATION
Revised Structure of the Syllabus w.e.f. 2022-23
MBA SYLLABUS

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

	Paper	Paper Code	Marks	Credit
Semester - I	Principles of Management and Organizational Behaviour	MBA- 101	100	4
	Managerial Economics	MBA- 102	100	4
	Statistics for Business Decisions	MBA- 103	100	4
	Accounting for Managerial Decisions	MBA- 104	100	4
	Business Ethics and Corporate Social Responsibilities	MBA- 105	100	4
	Business Communication	MBA- 106	100	4
	Industrial Visit: Report and Presentation	MBA- 107	100	4
	Information Systems for Managers	MBA- 108	50	2
	Computer Applications in Business	MBA-199	50	2

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 101
Subject: Principles of Management and Organizational 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

Unit I: Introduction: Concept and Nature, Objectives of Management, Development of Management Thoughts: F. W. Taylor, Henri Fayol, Max Weber, Chester I. Barnard, Elton Mayo, etc.

Unit II: Planning: Concept and Nature, Types, Planning Premises, Importance, Steps in Planning Process, Long -range and Short-range Planning, Effective Planning.

Unit III: Organising and Staffing: Concept and Nature of Organizing, Characteristics, Formal & Informal Organizations, Principles of Delegation, Delegation of Authority, Authority-Responsibility Relationships, Staffing: Nature and Significance, A brief knowledge of Recruitment, Selection, Placement, and Induction.

Unit IV: Directing and Controlling: Concept and Nature of Directing, Techniques of Directing and Supervision, Controlling: Concept, Importance of Controlling, Types of Control, Steps in Control Process, Span of Control.

Unit V: Introduction to OB: Concept and Meaning of OB, Key Elements of OB, Nature of OB, Scope of OB, Models of OB.

Unit VI: Learning: Concept of Learning, Theories of Learning, Conditioning, Social Learning, Managerial Implication of Learning Theories.

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Unit VII: Personality and Perception: Concept of Personality, Determinants of Personality, Personality Theories, Personality Types, Personality and Individual Differences, Influence of Personality on Organizational Behaviour. Perception: Concept, Factors Influencing Perception, Attribution Theory, Common Shortcuts in Judging Others

Unit VIII: Motivation: Concept of Motivation, Types of Motivation, Significance of Motivation, Theories of Motivation: Maslow, Herzberg, Mc Gregor, Alderfer, Mc Clelland, Reinforcement, Equity, Vroom, Goal Setting, Factors Affecting Motivation, Application of Motivation in Organizational Behaviour.

Unit IX: Leadership: Meaning of Leadership, Importance of Leadership, Characteristics of a Good, Leader, Leadership Styles, and Theories of Leadership – Trait, Behavioral, Managerial Grid, SLT, Transactional and Transformational Leadership.

Suggested Readings:

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

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 102
Subject: Managerial Economics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. It gives a basic understanding about the different aspects of economics which enable a decision maker to take optimal decisions. Beside this it can help the students to understand the concept of cost, nature of different markets along with different demand situations and critical variables determining the demand.

Course Contents

Unit I: Introduction: Concept and Definition, Nature, Uses, Scope, Managerial Decisions in Economics.

Unit II: 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.

Unit III: Production and Cost Analysis: Short–run & Long–run Concept of Production, Production Function, TP, MP, AP, Three Stages of Production, MRTS, Profit Maximization: Choices of Input Combination, Law of Variable Proportions, Returns to Scale, 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**.**

Unit IV: Market Structure: Different Types of Market and Determination of Equilibrium Price, Pricing Theories and Strategies, Perfect Competition, Impact of Tax Imposition under Perfect Competition, Monopoly, Market Power, Monopolistic Competition, Concept of Excess Capacity,

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Determination of Equilibrium Price & Output under Oligopoly: Non-collusive Oligopoly, Collusive Oligopoly, Cartels, Market Sharing Cartels, Tacit Collusion.

Unit V: **Basic Issues in Macro Economics:** Concept of National Income and Measurement, Aggregate Demand and Aggregate Supply, Government Macroeconomic Policy, Consumption Function, Investment Function, Demand and Supply for Money, Inflation & Economy, International Trade: Advantages, BOP.

Unit VI: **Business Cycles:** Concept, Phases, Theories, Fiscal and Monetary Policies to control business cycles.

Unit VII: **Pricing Practices:** Price Discrimination & Dumping in the Real World, Peak Load Pricing, Tying, Bundling, Transfer Pricing, Promotional Pricing & Discounting.

Unit VIII: **Market Prediction & Failure:** Externalities, Asymmetric Information: An Introduction to Asymmetric Information, Adverse Selection, Moral Hazard Problem.

Suggested Readings:

1. Samuelson and Nordhaus, *Economics*, Tata McGraw Hill
2. Salvatore, D., *Microeconomics Theory and Applications*, Oxford
3. Ahuja H L, *Managerial Economics, S Chand*
4. P. L. Mehta, *Analysis, Problems, and Cases,* Sultan Chand
5. Sampat Mukhopadhyay, *Managerial Economics in the Global Context,* Central
6. Thomas C R and S Charles Maurice, *Managerial Economics*, The McGraw-Hill Co
7. Damodaran Suma, *Managerial Economics*, Oxford
8. Dornbusch R, Stanley Fisher and Richard Startz, *Macroeconomics, Tata McGraw Hill*
9. Dwivedi D. N., *Macroeconomics Theory and Policy*, Tata McGraw Hill Education Priv

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 103
Subject: Statistics for Business Decisions
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course is designed to foster the development of foundational statistical skills that are necessary for day-to-day business analysis. This purpose of this course is to provide students with statistical tools needed by managers. The course emphasizes understanding the process associated with statistical decisions, defining and formulating problems, analyzing the data, and using the results in decision making.

Course Contents

Unit I: Introduction to Statistics: Meaning and definition, functions, scope and limitations, collection and presentation of data, frequency distribution.

Unit II: Measures of Central Tendency: Computation of mean, median, mode, applied areas in business.

Unit III: Measurement of Dispersion: Relative and absolute measures, variances, coefficient of variance, concept of skewness and kurtosis, applied areas in business.

Unit IV: Correlation and Regression: Concept of correlation, types, various measures, concept of regression, regression equation, trend equation, applied areas in business.

Unit V: Probability Theory: School of Thoughts: Classical Approach, Relative Frequency Approach, Axiomatic Approach; Set Theory; Random Experiment, Probability Laws.

Unit VI: Probability Distributions: Binomial, Poisson, Normal and other distributions; Their Assumptions, Characteristics and Applications.

Unit VII: Sampling and Sampling Distribution: Purpose and Principles of Sampling; Population, Methods of sampling (Probability and Non-Probability); Sampling and Non-Sampling Errors; Sampling Distributions and their Characteristics.

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Unit VIII: Testing of Hypothesis: Formulation and Testing procedures, Drawing Inferences and Estimation of Errors; Assumptions underlying the tests; Parametric Tests: Z- test, t- tests, ANOVA; Non- parametric Tests: Wilcoxon signed-rank Test, Mann- Whitney U Test, Kruskal-Wallis H- test.

Suggested Readings:

1. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons., New Delhi.
2. Goon, Gupta & Dasgupta, *Fundamentals of Statistics*, Vol. I & Vol. II.
3. Goon, Gupta & Dasgupta, *An Outline of Statistical Theory*, Vol. I & Vol. II.
4. Arora, S., Arora, S. and Arora, P. N., *Comprehensive Statistical Methods*, S. Chand
5. Bajpai, N., *Business Statistics*, Pearson Education, New Delhi.
6. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins, New York.
7. Hien, L.W., *Quantitative Approach to Managerial Decisions*, Prentice Hall, New Jersey.
8. Morse, Lawrence B., *Statistics for Business & Economics*, Harper Collins, N.Y..
9. Levin, Richard I. And Rubin, David S., *Statistics for Management*, Prentice Hall, Delhi.
10. Staine, R. and Foster, D., *Statistics for Business*, Pearson Education, New Delhi.
11. Watsnam, Terry J. and Parramor, Keith, *Quantitative Methods in Finance*, International Thompson Business Press London.
12. Hooda, R.P., *Statistics for Business and Economics*, Macmillan, New Delhi.
13. J. K Sharma- *Business Statistics*, Pearson Publications, New Delhi

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 104
Subject: Accounting for Managerial Decisions
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this course is to introduce complex problems of financial accounting such as valuation, measuring and reporting issues related to assets and liabilities and preparing the financial statements. The students will teach who to prepare the financial statements and interpretation of the result. This course helps the students to cope up with the various changes of financial reporting and statement.

Course Contents

Unit I: Accounting Theory: Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards.

Unit II: Basic Accounting Concepts; Accounting Mechanics: The Journal, The Ledger, Trial Balance; Preparation of Financial Accounts.

Unit III: Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods, Inventory Valuation, Methods, Policies of Indian Companies.

Unit III: Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet.

Unit IV: Materials of Cost Control: Introduction, Bill of materials, Materials pricing methods- FIFO, LIFO, HIFO, quantity of material procurement- EOQ, Inventory control Techniques- ABC, VED, FSND etc.

Unit V: Labor and Overhead Cost Control: Introduction, types, of labour cost, issues concerned with labor cost-labor budget, standard labor cost, Methods of Wage Payment- Time rate, Piece rate, Halsey plan, Rowan Plan, concept of overhead cost, allocation of overheads over various departments.

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Unit VI: Marginal Costing - Marginal Cost and Marginal Costing - Importance - Break-Even Analysis - Cost Volume Profit Relationship –Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy decision.

Unit VII: Standard Costing: Objectives of Standard costing, Variance Analysis: Materials and Labour Variances

Unit VIII: Budgeting and Budgetary Control: Nature, Scope, Importance and Limitations, Preparation of Cash Budget, Sales and Flexible Budgets; Controlling through Budgets.

Suggested Readings:

1. Paresh Shah, *Basic Accounting for Managers*, Oxford, Delhi.
2. Kanhaiya Singh, *Management Accounting*: Concepts and Strategic Costing Decision, Wiley
3. Madegowda J., *Accounting for Managers*, Himalaya Publishing House
4. Khan and Jain, *Management Accounting*: Text, Problems & Cases, Tata McGraw Hill.
5. S.N. Maheshwari, Suneel Maheshwari, Sharad K. Maheshwari, *A Textbook of Accounting for Management*, Vikas Publishing.

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 105
Subject: Business Ethics and Corporate Social Responsibilities
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course is designed to understand the business ethics and to provide best practices of business ethics. Students will become more effective decision makers by examining the meaning and role of ethics in the business environment. The course also help students to recognise the importance of making business decisions based on the interest in wider social issues and understand business's responsibility towards its different stakeholders. It shall broaden students outlook on the commitment of businesses to make decisions that can contribute to sustainable economic development other than managing and making profits.

Course Contents

Unit I: Introduction to Business Ethics: Nature, characteristics and needs, significance of business ethics; ethics, morality and law; contemporary ethical challenges in business, ethical practices in management, analysis of ethics.

Unit II: Ethical Choices: Personal framework for ethical choices, ethical pressure on individual in organisations, gender issues, ecological consciousness.

Unit III: Ethical Practice: Professional ethics for functional managers, values and vision in the strategic management process, value-based organisation.

Unit IV: Ethical Dilemma: Nature, significance; dilemma resolution process; important areas of managerial dilemmas.

Unit V: Corporate Social Responsibility (CSR): Concept and Scope of CSR, Significance of CSR, Advantages and Disadvantages of CSR, Social Responsibility of Business, CSR and Stakeholders.

Unit VI: Corporate Social Responsibility in India: CSR legislations for Indian Firms, CSR disclosure practices, Corporate Sustainability.

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Unit VII: Corporate Governance: Concept and Meaning of Corporate Governance, Salient features, Corporate Governance and Ethics, Corporate Governance in India, Main recommendations of the Corporate Governance Committees.

Suggested Readings:

1. S. K. Chakraborty, *Values and Ethics in Organisation*, OUP
2. Mandal, S.K., *Ethics in Business and Corporate Governance*, McGraw-Hill Education., New Delhi
3. Steiner and Steiner, *Business Ethics*, Mc-Graw Hill
4. Gosh, B. N., *Business Ethics and Corporate Governance*, Tata McGraw-Hill., New Delhi.
5. Hartman, & Desjardin J, *Business Ethics: Decision, Making for Personal Integrity & Social Responsibility,* McGraw Hill, New York.
6. Agarwal, S. K., *Corporate social responsibility in India*, SAGE Publications India.
7. Srinivasan, T. N., *Growth, sustainability, and India's economic reforms*, Oxford University Press.
8. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
9. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
10. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
11. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, NewDelhi.
12. Satheesh Kumar, T.N., *Corporate Governance*, Oxford University Press, New Delhi
13. Fernando, A.C., *Corporate Governance: Principles, Policies and Practices*, Pearson Education; New Delhi.

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 106
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 nonverbal 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 professional field**.**

Course Contents

Unit I: Introduction to Communication: Concept and meaning, types, purpose, and process, organizational and cross-cultural communication.

Unit II: Verbal & Non–Verbal Communication: Barriers of communication, listening, feedback, presentation skills, use of aids, public speaking, and practice presentation, gestures, postures, body language &etiquettes.

Unit III: Written Communication: Stages of writing, composing business messages, preparing notes, style, punctuation, using Simple words, and proof reading.

Unit IV: Report Writing: Types of reports, developing an outline, nature of headings, ordering of Points, logical sequencing, graphs, charts, executive summary, list of illustration, and report writing.

Unit V: Business Correspondence: Circulars, notices, memos, agenda and minutes, maintaining a diary, resume/cv, and press release, solicited and unsolicited cover letters.

Unit VI: Writing Business Letters: Formats, styles, types, facsimiles (Fax), electronic mail, and handling mail.

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Suggested Readings:

1. Murphy and Hildebrandt, *Effective Business Communication,* McGraw Hill, New York

2. Boveen and Thill, *Business Communication Today,* Pearson, New York

3. Kaul. Asha, Business Communication, Prentice Hall of India, New Delhi.

4. Lesiler & Flat lay, *Basic Business communication,* Tata McGraw Hill.

5. Monnipally, M.M., *Business Communication Strategies*, McGraw Hill Education India, New Delhi

6. Meenakshi Raman & Parkash Singh, *Business Communications*, Oxford University Press.

VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 107
Subject: Industrial Visit: Report and Presentation
Full Marks: 100 No. of Hours: 40 Hours 4 Credits

Course Objective

Objective of industrial visit is to provide students an insight regarding internal working of companies. Theoretical knowledge is not enough for making a good professional career. With an aim to go beyond academics, industrial visit provides student a practical perspective on the world of work.

Note:

After industrial visit, students are supposed to submit a report containing his /her personal observation and realization. The students need to present the summary of the report through Power-Point presentation, keeping in view his /her personal observation and realization. 50 marks has been assigned for Report writing and it should be evaluated by external members and remaining 50 marks has been assigned for presentation of Report before the internal and external examiners.

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 108
Subject: Information Systems for Managers
Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Course Objective

This course will part with knowledge on the role of information technology and decision support systems in business to assist managerial decisions towards solving business problems. It will help students to relate the role of information systems in organizations with the strategic management processes. Management student need to focus on understanding the various knowledge representation methods and different types of computer data processing system as strategic tools to face the business challenges.

Course Contents

Unit I: Management Information System in a Digital Firm: MIS concept, definition, role of the MIS, users of MIS, MIS as a control system, MIS as a supporting system of management, development process of the MIS.

Unit II: System Analysis and Design: System, need for system analysis, system analysis of the existing system, system analysis of a new requirements, System development model, structured system analysis and design, object-oriented analysis.

Unit III: Information System Applications: MIS applications, Concept and components of DSS, DSS applications in e-enterprise, knowledge management system and knowledge based expert system as e- commerce, e-communication, business process re-engineering.

Unit IV: Data Base Management System: Objectives of data base approach, characteristics of database management systems, data processing system, Components of DBMS packages, data base administration, data models, data warehouse, Data mining.

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Suggested Readings:

1. Jawadekar, W.S., "Management Information Systems", Tata McGraw Hill Private Limited, New Delhi, 2009.

2. Kenneth C. Laudon and Jane P. Laudon: "Management Information Systems" 9/e, Pearson Education, New Delhi.

3. Alex Leon and Mathew Leon: "Data Base Management Systems", Vikas Publishing House, New Delhi.

4. Goyal, D.P.: "Management Information System", MACMILLAN India Limited, New Delhi, 2008.

5. Murthy C.S.V.: "Management Information System", Himalaya Publications, New Delhi, 2008.

6. Rob and Cornell: "Data Base Management Systems" Cengage Learning, New Delhi.

VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 199
Subject: Computer Applications in Business
Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Course Objective

This course helps the students to gain the concepts and terminology used in the development, implementation and operation of business application systems and to explore various methods that Information Technology can be used to support existing businesses and strategies. Students also get hands-on experience with application software to enhance business activities.

Course Contents

Unit I: MS-Word: Word Basic Commands, Formatting-Text and Documents, Sorting and Tables, Introduction to Mail Merge.

Unit II: MS-Excel: Working with Excel-Formatting, Preparation of Charts and Diagrams, Working with Graphics in Excel, Sort and Filter Data with Excel; Using Worksheets as Database

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in Accounting; Calculations using formula, Different Financial (Present Value, Future Value, Net Present Value, Internal Rate of Return, Calculation of Depreciation etc.) Logical (If, and, or, date etc.), Mathematical and Statistical functions (Mean, Median, Mode, SD, VAR, Correlation, Regression, T-test, F-Test etc.); Pivot Tables; Other Advanced Features of MS-Excel.

Unit III: MS-Access: Database Creation in MS-ACCESS, Table Creation, Managing Data in a Table; Linking of Tables; Creating a Relational Database in Access; Querying a Database

Unit IV: MS-Power Point: Slide Design in MS-Power Point. Creating slides and applying themes; Working with Objects; Hyperlinks and Action Buttons; Working with Videos and Sounds; Animation and Slide Transition.

Unit V: Online Banking and Taxation: Bank Account Opening and Operations; Filing Income Tax Returns, Overview of ITR Forms and e-filing.

Suggested Readings:

1. Miller: *Absolute Beginner's Guide to Computer Basic*, Techmedia Publishers
2. Mansfield, Ron: *The Compact Guide to Microsoft Office*, BPB Publication, Delhi.
3. Jain, S. and Sing, S.: *Degital Computer Fundamentals*, BPB Publication, Delhi
4. Jain, S.: *EXCEL 2007 made simple*, BPB Publication, Delhi
5. Rutkosky: *Word 2007*, BPB Publication, Delhi
6. Jain, S.: *MS Office 2010* – Training Guide, BPB Publication, Delhi

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VIDYASAGAR UNIVERSITY

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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus w.e.f. 2022-23

MBA SYLLABUS

Second Semester: 8 Compulsory Papers of 100 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	100	4
	Legal and Business Environment	MBA- 205	100	4
	Production and Operations Management	MBA- 206	100	4
	Summer Internship Project	MBA- 207	100	4
	Project Presentation and Viva-Voce	MBA- 208	100	4

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VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2022-23)
Paper Code: MBA-201
Subject: Financial Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

At the end of this course, the students should be able to understand some basic concepts related to finance, different sources of finance, and analytical techniques that are helpful in financial decision-making. They will be familiarized with the application of financial theory in practice through topics like cost of capital, risk analysis, dividend policy, etc. and other issues in connection with financial management.

Course Contents

Unit I: Introduction: Concept and Meaning of Financial Management, Nature, Objectives and Scope of FM, FM and Other Functional Areas of Business. Profit maximization Vs. Shareholders' wealth maximization; Conflict of Goals: Management vs. Owners.

Unit II: Sources of Business Finance: Short- & Long-Term sources of finance: Short-Term Sources of Finance - Commercial Paper, Trade Credit, Bank Overdraft, Bill of Exchange, Bank Loan, Certificates of Deposit; Long-Term Sources of Finance - Equity Shares, Preference Shares, Debentures, Retained Earnings, Term Loans; Financial Instruments – Bonds, Debentures, Futures, Options, ADR, GDR.

Unit III: Time Value of Money: Compound interest formula and its various applications, P.V. Table and Annuity Table

Unit IV: Capital Budgeting: Concept and Meaning, Techniques, Computation, Risk Analysis in Capital Budgeting.

Unit V: Leverage and Risk analysis: Financial and Operations Leverage; Business and Financial Risk; EBIT-EPS Analysis.

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Unit VI: Cost of Capital: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Cost of Equity and CAPM; Combined Cost of Capital (Weighted).

Unit VII: Capital Structure: Concept and Meaning, Theories of Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional and M&M Approaches

Unit VIII: Dividend Theories and Policies: Concept, Valuation under M-M Hypothesis; Gordon's Model; Lintner's Model Etc. Forms of Dividends; Determining Factors of Corporate Dividend Policy; Dividend Policy of Manufacturing Companies in India- Case Study of a Manufacturing Company.

Unit IX: Management of Working Capital: Introduction; Operating Cycle Concept; Estimation of Working Capital Requirement; Financing of Working Capital-Various Approaches; Normsof Bank Finance.

Suggested Readings:

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

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VIDYASAGAR UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 202
Subject: Marketing Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course enables the student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing. Classroom activities including lectures, discussions and case studies will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates.

Course Contents

Unit I: Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Mix and its application, Customer Value, Holistic Marketing. Marketing Environment: Environmental monitoring, Micro and Macro Environment, Understanding the impact of Macro and Micro environment on Marketing.

Unit II: Identifying and Selecting Markets: Bases for segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market, Consumer Buying Behaviour, Organizational Buying Behaviour, Factors influencing Consumer Behaviour, Decision Making Process.

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Unit III: Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

Unit IV: Product Management-Concept of Product, Product Levels, Classification of Products, PLC, Marketing strategies at various stages of PLC, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Brand equity, Packaging, Labelling.

Unit V: Pricing Objectives, Developing Pricing Strategies: Setting Price, Factors influencing Price Determination.

Unit VI: Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics.

Unit VII: Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

Unit-VIII: Recent trends in Marketing- Social Media Marketing, Green marketing, Phygital marketing, Viral Marketing, Masstige marketing, Experiential marketing and other emerging trends.

Suggested Readings:

1. Kotler, Philip and Armstrong. G., *Principles of Marketing*, New Delhi, Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, *Marketing Management*, Pearson
3. Ramaswamy, V. S. and Namakumari, S., *Marketing Management: Planning, Control*, New Delhi, MacMillan
4. Neelamegham, S., *Marketing in India: Cases and Readings*, New Delhi, Vikas Publishing.
5. Stanton, William, J. *Fundamentals of Marketing*, New York, McGraw Hill
6. Tapan K Panda, *Marketing Management- Text and Cases*, Excel Books

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VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 203
Subject: Human Resource Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The main objectives of this course are to make student to be able to understand- The functions, systems, policies and applications of Human Resource Management in organizations. This course also focuses 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**.**

Course Contents

Unit I: 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.

Unit II: Job Analysis and Human Resource Planning**:** Nature of job analysis, Job description, Job specification, job design, Job evaluation, Human resource planning, process and techniques, demand forecasting, HR supply forecasting, factors influencing HRP.

Unit III: Recruitment and Selection**:** Meaning of recruitment, external and internal sources of recruitment, selecting human resources, placement and induction.

Unit IV: Training and Development: Meaning of training and development, methods of training and development, TNA, nature of HRD program, methods of management development and executive development programs, career management, talent management

Unit V: Performance Appraisal: Meaning, traditional and modern methods, problems in Appraisal, potential assessment, errors in appraisal, basic issues in compensation management.

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Unit VI: Strategic HRM: Concept, characteristics and scope of SHRM, SHRM Vs HRM, barriers to strategic HRM

Unit VII: Exit Policy and Implications: Meaning, concept, importance, implications in organisations.

Unit VIII: HRM for Multinational Organizations.

Suggested Readings:

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. Rudrabasavaraj, M. N., *Dynamic Personnel Administration –Management of Human Resources*, Himalaya Publishing House
9. Subba Rao, P., *Personnel and Human Resource Management (Text & Cases)*, Himalaya
10. Torrington, Derek and Hall, Laura, *Personnel: A New Approach to Management*, Prentice Hall International.
11. V.S.P. Rao, *Human Resource Management*, Excel Books

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VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 204
Subject: Research Methodology
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

At the end of this course, the students should be able to understand some basic concepts of research and its methodologies in order to identify appropriate research topics. They will be able to select and define appropriate research problem and parameters and prepare a project proposal. They will organize and conduct research in a more appropriate manner and to write a research report accordingly.

Course Contents

Unit I: Introduction: Meaning of research, objectives of research, significance of research, types of research, research process, criteria of good research, social science research - limitations, ethics in social science research.

Unit II: Formulation of Research Problem: Defining a research problem, problem identification, review of literature, research gap.

Unit III: Research Design: Meaning, need for research design, basic features of a good design, types of research designs –exploratory research, descriptive research, causal research, and experimental research.

Unit IV: Sampling Design: Introduction, sampling techniques, probability sampling techniques: simple random sampling, systematic sampling, stratified sampling, cluster sampling, non-probability sampling: convenient sampling, judgment sampling, quota sampling, snowball sampling, sample size, sampling and non-sampling errors.

Unit V: Data Collection: Collection of primary data, collection of data through questionnaire, collection of data through schedule, difference between questionnaires and schedule, guidelines for constructing questionnaire/schedule, some other methods of data collection, collection of

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secondary data, selection of appropriate method of data collection, data processing, editing, coding.

Unit VI: Measurement and Scaling: Meaning, types of scales, classification of scales, criteria for good measurement.

Unit VII: Hypothesis Testing: Concepts of hypothesis testing, hypothesis tests for a population mean, tests for normality, correlation, bivariate and multivariate regression, chi-square test for independence, one-way Anova, two-way Anova, factor analysis, non-parametric methods - sign test, Mann Whitney u test, Kruskal Wallis test, etc.

Unit VIII: Report Writing: Significance of report writing, different steps in writing reports, layout of a research report, types of reports, mechanics of writing a research report, precautions for writing research reports.

Suggested Readings:

1. Kothari, C.R., *Research Methodology – Methods and Techniques*, Wiley Eastern
2. Sadhu, A. N. and Singh, A., *Research Methodology for Social Sciences*, Sterling
3. McBurney, *Research Methods*, Thomson Learning
4. Cooper, D. R. and Emory, C. William, *Business Research Methods*, Irwin
5. Mann Prem S., *Introductory Statistics*, Willey Student Edition
6. Cooper. D.R., Schindler. P.S., *Business Research Methods*. Mc Graw-Hill Education
7. Chawla. D, Sondhi. N., *Research Methodology Concepts and Cases*. Vikas Publishing House

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VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 205
Subject: Legal and Business Environment
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course to acquaint students with the issues of legal and business environment in which business has to operate and to give an exposure to important Legal aspects of business**.**

Course Contents

Unit I: Introduction: concept of law, rule of law, mercantile law.

Unit II: Indian Contract Act, 1872: Contract meaning, elements of valid contract, classification of contracts, offer and acceptance, consideration, capacity to contracts, free consent, legality of object and consideration, illegal agreements, termination of contracts, breach of contract, indemnity and guarantee, agency.

Unit III: Partnership Act, 1932: Definition of partnership, partnership deed, rights and duties of partners, types of partners.

Unit IV: Sale of Goods Act, 1930: Definition of contract of sale, classification of goods, Condition and warranties, rights of unpaid seller against the goods, remedies for breach.

Unit V: Companies Act, 1956**:** Definition, types of company, memorandum of association, articles of association, prospectus, directors; power and duties.

Unit VI: Consumer Protection Act, 1986**:** Aims and objectives, mode of complaints, Procedure for Complaints under the Act, enforcement of Orders and penalties, laws relating to patents, trademarks, copyright, cyber-laws, RTI, Protection of Women's' rights.

Unit VII: Overview and Framework of Business Environment: Characteristics of business environment, micro and macro business environment, tools and techniques of business environment analysis; internal business environment, external business environment, PESTEL, product-market analysis, portfolio analysis, balance score card, porter five force model etc.

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Unit VIII: Economic Environment: The Indian economic system, nature of economy, development strategy; economic policies; fiscal policy and tax system; monetary and credit policy.

Unit IX: Socio-cultural and Demographic Environment: Society and business, social class structure, social mobility, education, life style, religion, institutions etc.

Suggested Readings:

1. N. D. Kapoor, *Mercantile Law including Industrial Law*, Sultan Chand
2. P. P. S. Gogna, *A Textbook of Business Law*, S. Chand & Co.
3. S. S. Gulshan & G. K. Kapoor, *Business Law*, New Age International**.**
4. M. S. Pandit & S. Pandit, *Business Law*, Himalaya Publishing
5. K. R. Bulchandani, *Business Law*, Himalaya Publishing.
6. K. Aswathappa, *Business Environment for Strategic Management*, Himalaya Publishing**.**
7. A.C. Fernando, *Business Environment*, Pearson Education.
8. Kuchhal, M. C., *Mercantile Law*, Vikas
9. B.N. Ghosh, *Business Environment*, Oxford University Press.

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VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 206
Subject: Production and Operations Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The Production &Operations Management course aims to provide students with a critical understanding of the scope and strategic importance of production &operations management and the role of production &operations managers; and an appreciation of the interaction of operations with the organisation, employees and customers. You will gain a critical understanding of the nature and importance of production &operations management, not only in your own but in other organizations competing in the global environment.

Course Contents

Unit I: Introduction to Production &Operations Management: Concept and meaning, role and scope of production management, nature and types of production, Definition of operations management, factors affecting operations management, objectives of operations management, functions and scope of operations management, productivity, operations planning and control.

Unit II: Operations Strategy: Meaning of operations strategy, hierarchy and flow, current global business conditions, operations strategy as a competitive weapon, elements of operations strategy, and operations strategy in services.

Unit III: Forecasting: Concept of forecasting, purpose of sales forecasting, basic elements of forecasting, importance of forecasting, objectives of forecasting, classification offorecasting, qualitative and quantitative techniques of forecasting.

Unit IV: Production &Operations Technology: Importance of operations technology, types of operations technology, manufacturing systems or production systems: continuous production system (cps), characteristics of continuous production system, intermittent production system, automation: meaning, importance and elements, ComputerAided Design (CAD), Computer-Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer-Integrated

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Manufacturing System (CIMS), Automatic Identification Systems (AIS), Enterprise Resource Planning (ERP), Need for Enterprise Resource Planning.

Unit V: Plant Location and Layout: Definition and objectives of plant location, importance of location, locating foreign operations facilities, location decision process, layout planning: advantages and functions of layout planning, principles of layout, layout varies on facility types, flow patterns, objectives of a good plant layout, factors for a good plant layout, types of layout, methodology of layout planning.

Unit VI: Work Study: Work study: definition, objectives, significance and advantages, importance and scope, various models, work study as a science, work study and productivity, method study: definition, objectives and procedure, objectives of method study, method study procedure, Threbligs, work measurement, objectives of work measurement, techniques of work measurement.

Unit VII: JIT and Quality: Definition of Just-In-Time (JIT), process of JIT, quality: costs of quality, characteristics of quality, quality of the process, seven tools of statistics, quality planning and improvement tools, specification and control limits, Total Quality Management, principles of TQM, Deming's 14 points, six sigma.

Suggested Readings:

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

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VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 207
Subject: Summer Internship Project
Full Marks: 100 No. of Classes: 40 Hours 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:

'Summer Internship Project' will be of 6-weeks duration during the period to be decided by the Department, preferably during the months of April and May every year. Students are supposed to prepare a project report and the report will be evaluated by the internal and external examiners. The students need to submit two hard copies of the report.

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VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 208
Subject: Project Presentation and Viva-Voce
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The main objective of project presentation & 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:

Students are supposed to present their project report (through Power Point) before the internal and external examiners followed by viva-voce.

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VIDYASAGAR UNIVERSITY

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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus w.e.f. 2022-23

MBA SYLLABUS

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

	Paper	Paper Code	Marks	Credit
Semester - III	**Entrepreneurship Development**	**MBA- 301**	**100**	**4**
	Business Plan Development and Presentation	**MBA- 302**	**100**	**4**
	Minor Specialization Paper		**100**	**4**
	Minor Specialization Paper		**100**	**4**
	Major Specialization Paper		**100**	**4**
	Major Specialization Paper		**100**	**4**
	Major Specialization Paper		**100**	**4**
	Major Specialization Paper		**100**	**4**

Note: Four elective papers are to be chosen as major from the list of one specialisation area and two elective papers to be chosen as minor from the list of any other specialisation area.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 301
Subject: Entrepreneurship Development
Full Marks: 100 No. of Classes: 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

Unit-I: Introduction to Entrepreneurship: Meaning, background, importance, factors that influence entrepreneurship: personal factors, psychological factors, social factors, economic factors, environmental factors; factors responsible for entrepreneurship growth.

Unit-II: Entrepreneurship around Us: Entrepreneurial culture, entrepreneurial society, entrepreneurial potential in a prospective entrepreneur, entrepreneurial skills and competencies, new trends in entrepreneurship development, economic development through entrepreneurship.

Unit-III: Classification: Entrepreneurs and Entrepreneurships: Danhof's classification, general classification of entrepreneurs: based on demography, based on scale, based on stages of development, based on capital ownership, based on growth; types of entrepreneurship: rural entrepreneurship, agricultural entrepreneurship, social entrepreneurship, educational entrepreneurship, woman entrepreneurship, corporate entrepreneurship, digital entrepreneurship, and health entrepreneurship.

Unit-IV: Creativity and Entrepreneurial Plan: The business plan as an entrepreneurial tool, Contents of a business plan, Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control.

Unit-V: Funding Options: Sources of funding for entrepreneurs: bootstrapping, crowd funding, angel investment, venture capital, financial institutions, bank loans, trade credit, issue of share, and debenture.

Unit-VI: Entrepreneurial Motivation and Creativity: Motivation: Maslow's need hierarchy theory, Herzberg's two factor theory, McClelland's theory of needs, creativity and entrepreneurship, stages in creativity, innovation and invention.

References:

1. Hisrich, R. D., Peters, M. P., Shepherd, Dean A., *Entrepreneurship*, McGraw Hill

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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

6.Vasant Desai, *Dynamics of Entrepreneurship Development*, Himalaya Publication House

7. David Holt, *Entrepreneurship, New Venture Creation*, Prentice Hall India

8. S.S. Khanka, *Entrepreneurial Development*, S. Chand & Company Ltd., New Delhi

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 302
Subject: Business Plan Development and Presentation
Full Marks: 100 No. of Classes: 40 Hours 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 and present it before the internal as well as external faculty members. The students are supposed to include the following points into their business plan:

Components of a Business Plan

The business plan should be clear and concise. A person outside of your industry should be able to understand it. It should contain all the key information about your startup from what your product is about to how much money you require to build it. Here are the 11 key elements that should be included in every business plan:

Executive Summary: This is a brief overview of the entire business plan. This section of the business plan decides whether the stakeholders or investors will continue reading the plan or not. It includes a brief overview of the business idea, the offering, business goals, target market, competition, USP, the team and the financial outlook for the business.

Company Description and Synopsis: This section of the business plan explains the company's mission, philosophy, goals, industry, legal structure, and USP briefly but is more elaborate than the executive summary. The details are followed by the problem the company is solving for the customers and the solution which makes it stand out of the competition.

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Market Overview: This section explains the current market scenario of the industry, the size of the market, market trends, success stories, what is working and what isn't, and what is being favoured and expected by the customers in the market. This section gives the readers a reason to believe why the company chose the market stated. Usually, everything in this section is supplemented with a bundle of facts, stats, and figures to prove that the entrepreneurs have done their research before choosing this as an apt market for their offering.

Customer Analysis: The customer analysis sections include the persona of the prospective customer, which includes his/her demographics, geographics, psychographics, needs, wants, desires, buying habits, etc.

Product/Service Overview: This is a section dedicated to the offering the company will be providing to the customers. It answers all the what, why, where, and when questions related to the product and reiterates the previous stance of why it is the perfect solution for the problem stated.

Business Model: The business model is the conceptual structure that explains how the company works or will work. This section will answer the question of how it will provide the offering in the market and why is the offering viable.

Revenue Model: The revenue model explains how the company is planning to earn money using the business structure explained in the business model section. It explains the intricacies of the expenses and revenue sources of the company.

Competitive Analysis: This section is dedicated to explaining who the competitors are, what are their USPs, and what are the strategies used by the business to tackle them.

Marketing Plan: The marketing plan acts as an inference of all the details explained earlier. This section provides the details on how the company plans to use the information mentioned above in formulating and executing their marketing strategies. The marketing plan is an important section of the business plan as it explains how the company is planning to reach out to the customers and stand out of the competitors. That being said, the marketing plan isn't limited to the promotion of the offering. It includes a holistic strategy to market the offering right from production to post-sales.

Management Team: This section gives the information of all the members on board, their qualifications, experience, and their posts in the company.

Funding and Financials: Funding and financials form the conclusion, but it is the most important section of the business plan for startups as it states the cost of the execution of the business plan. It includes all the short-term and long-term financial requirements and funding goals and how the investors can help the company to achieve them.

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Specialization: Finance

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 306A
Subject: Banking and Financial Institutions
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course shall broaden the knowledge base of the students regarding different financial institutions that connect the savers and investors, their role and importance in the economy, the functions they perform and other recent developments in this sector. The students will gain a fundamental understanding about the working of the banking and other important financial institutions.

Course Contents

Unit I: Introduction: Importance of Banking to Business, Types of Banks: Commercial Banks in India – Public Sector and Private Sector and their Functions. Role in economic development

Unit II: Reserve Bank of India: Objectives, Roles and Functions of RBI, Monetary Policy of RBI.

Unit III: Banking Sector Reforms: Reforms in India, NPA, Capital Adequacy Norms, Consolidation in Banking

Unit IV: Rural Banking: Role, Objectives and Functions of Rural Banking System in India.

Unit V: NABARD: Role, Functions, NABARD's performance towards rural development and rural credit

Unit VI: E-banking: Electronic Payments: About NPCI, Payment – Gateway Example, Securities in E-banking: SSL – Digital Signatures – Examples, Services Provided: ATM, Smart Card, ECS (Electronic Clearing System) and NACH, Electronic Fund Transfer: NEFT, RTGS, IMPS and UPI

Unit VII: Insurance: Role of Insurance in Economic Growth, Life Insurance, General Insurance, Reinsurance, Micro Insurance, Social Insurance in India, Role of IRDA

Unit VIII: Other Finance Institutions: Cooperative Banking- Role, Structure and Operations; Development Financial Institutions – IDBI, IFCI, SFCs, UTI, SIDBI, EXIM; NBFCs, RNBCs; Micro Finance Institutions- General features of Indian MFIs, Micro Finance Services, Scope of Micro Finance, Governance of risk management at MFIs, Types of Frauds in Micro finance, Micro Finance in India; Mutual Fund Institutions in India.

Suggested Readings

1. Pathak, Bharati V., *Indian Financial System,* Pearson Education, New Delhi.

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2. Khan, M. Y., *Indian Financial System,* Tata McGraw Hill, New Delhi.
3. Dr. P.K Srivastava, *Banking Theory and Practice,* Himalaya Publishing House
4. Paul, J. and Suresh, P., *Management of Banking and Financial Service,* Pearson Education.
5. Shekar, K.C. and Shekar, L., *Banking Theory and Practice,* Vikas Publishing House Pvt Ltd., New Delhi.
6. Bhole, L. M. and Mahakud, J.: *Financial Institutions and Markets,* Tata McGraw Hill, New Delhi.
7. Gurusamy, S.: *Financial Markets and Institutions,* Tata McGraw Hill, New Delhi.
8. Mishkin, F. S. and Eakins, S.: *Financial Markets and Institutions,* Pearson Education, New Delhi.
9. Arunachalam, Ramesh S.: *The Journey of Indian Micro-Finance: Lessons for the future,* Aapti Publications, Chennai.
10. Gupta, S. B.: *Monetary Economics – Institutions, Theory and Policy,* Sultan Chand, New Delhi.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 306B
Subject: Behavioral Finance
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course shall guide students to take better monetary decisions while keeping the time factor in mind. It shall help them define investment goals with clarity, create equity/investment research reports that guard against biases, and use statistical techniques to decompose human preferences. The students shall be able to understand how one can take investment decisions devoid of systematic biases, trade in assets without being tied down by systematic biases, and familiarize themselves with the applications of behavioural finance in policy, business and welfare.

Course Contents

Unit I: Introduction to Behavioral Finance: Expected Utility Theory, Risk Attitude, The Pricing of Risk, Basics of Efficient Market Hypothesis (EMH), The EMH and the Market Model, The Forerunners to Behavioral Finance, Agency Relationship, Behavioral Finance and Choice Architecture, Rational Choice, Decision Points, The Allais Paradox, Framing, Mental Accounting, Choice Overload, Self-Control.

Unit II: Noise Traders and Anomalies: Noise Traders and the Law of One Price, The Shleifer Model of Noise Trading, Noise Trading Feedback Models, Noise Traders as Technical Traders, Noise Trading and Limits to Arbitrage,

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Unit III: Anomalies: The Rational Man, Prospect Theory, Implications of Overconfidence for Financial Decision Making, Heuristics and Biases – Perception, Memory and Heuristics; Familiarity and Related Heuristics; Representativeness and Related Biases; Anchoring; Irrationality and Adaptation.

Unit IV: Emotional Foundations: Mood of the Investor and the Mood of the Market, The Substance of Emotion, History of Emotion Theory, Evolutionary Theory, The Brain, Emotion and Reasoning, Inertial Effects, Causality and Statistics, House Money, Illusions – Talent, Skill, Superiority and Validity, Selfishness or Altruism, Financial Behaviors Stemming from Familiarity and Representativeness, Anchoring to Available Economic Cues.

Unit V: Serial Correlation: Earning Announcements and Value Vs. Growth, Predictability of Stock Prices – Fama-French Three-Factor Model, Fama-French and Mean Reversion, Short Term Momentum, Calendar Effects,

Unit VI: Market Outcomes: Behavioral Factors Explaining Stock Market Puzzles, Rational Managers and Irrational Investors, Liquidity, Behavioral Investing, Neuro-finance and the Trader's Brain, Behavioral Corporate Finance and Managerial Decision-Making.

Suggested Readings

1. Chandra, P., *Behavioural Finance*, McGraw Hill.
2. Ackert, L., *Understanding Behavioural Finance*, Cengage Learning India
3. Kapoor, S., Prosad, J., *Behavioural Finance,* Sage Publications
4. Burton, E., Shah, S., *Behavioural Finance – Understanding the Social, Cognitive & Economic Debates,* Wiley
5. Ackert, L., Deaves, R., *Behavioral Finance: Psychology, Decision-Making, and Markets,* South-Western College Publishing
6. Thaler, R., *Nudge: The Final Edition*, Penguin Books
7. Thaler, R., *Misbehaving: The Making of Behavioral Economics*, W.W. Norton & Company
8. Kahneman, D., *Thinking, Fast and Slow,* Penguin Books

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 306C
Subject: Working Capital Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Through this course, the students shall understand the fundamentals of how short-term resources can be sustained to carry out daily activities, how funds can be mobilized and liquidity optimized. In other words, they will gain insights on how receivables, inventories and cash can be managed to minimize investment on idle resources and maintain running of operations smoothly and efficiently.

Course Contents

Unit I: Introduction: Working Capital Management: Concepts, Assessment of Requirement, Working Capital Control and Banking Policy: Recommendations of Tandon and Chore Committee, Operating Cycle, Approaches to Working Capital Management – Matching Approach or Hedging Approach; Conservative Approach, Aggressive Approach, Zero Working Capital Approach

Unit II: Planning of Working Capital: Need for Working Capital, Determinants of Working Capital, Computation of Working Capital

Unit III: Working Capital Financing: Sources of Financing Working Capital, Trade Credit, Bank Credit, Commercial Paper, Factoring etc.

Unit IV: 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.

Unit V: Receivables Management: 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.

Unit VI: 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.

Suggested Readings

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall, Delhi.
2. Khan, M. Y. and Jain, P. K., *Financial Management*, TMGH, New Delhi.
3. Kishore, Ravi M., *Financial Management*, Taxmann, New Delhi.
4. Bhalla, V. K., *Working Capital Management, Text and Cases*, Anmol Publications.

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5. Chandra, Prasanna, *Financial Management Theory and Practice*, Tata McGraw Hill.

6. Pandey, I. M., *Financial Management*, Vikas Publishing House Pvt Ltd.

7. Scherr, F. C., *Modern Working Capital Management*, Prentice Hall of India.

8. Periasamy, P., *Working Capital Management Theory Practice*, Himalaya.

9. Sharma, Dheeraj, *Working Capital Management*, Himalaya.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 306D
Subject: Digital Finance
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

As finance is getting decentralized, fintech is making inroads in our lives. Through this course, the students will understand the business applications of fintech, be able to separate the tech part from fintech and understand digital competition in financial services. The students shall gain insights into the newest form of the digital ecosystem in the business space and understand the strategies to be adopted by the incumbents to sustain and survive. The course shall also educate them on the changing legal landscape to complement the fintech evolution.

Course Contents

Unit I: Decentralized Finance: The Value of Money – Evolution; Intangible Value of Money; Brief Overview of Centralized Finance; Early Centralized Decentralized Finance; Decentralized Finance (DeFI) Foundations; Problems DeFI solves – Inefficiency, Limited Access, Opacity.

Unit II: Introduction to Digital Finance: Introduction to Fintech; Fintech for – Large Financial Service Providers, Startups, Consumers and Investors; Digital Wallets; Credit Card Innovations, Payment Technology in Emerging Markets; Digital Business Ecosystems; Coopetition; Ecosystem Governance; Technology Ecosystems;

Unit III: Fintech Business Applications: Overview; Applications in – Lending (P2P Lending) and Personal Finance, Crowd-Funding and Business Financing, Payments and Retail Transactions, Equity Trading and Investments, Cryptocurrencies, Banking Infrastructure – Tools and Logistics.

Unit IV: The Tech of Fintech: Overview; Identity, Privacy and Anonymity; Blockchain and Encryption; Big Data and Analytics, AI, Decision Support System (DSS)and Automation; Smartphones and Customer Tech; Initial Coin Offerings (ICO); Insur Tech; Credit Tech; Real Estate Tech

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Unit V: Fintech Implications for Established Businesses: Digitization and Digitalization; Digital Customer; Digital Markets; Fintech – A Threat; Global Trends in Fintech; Banking-as-a-Service (BaaS); Direct Banking; Strategies for Banks and Insurance Companies; Virtual Banking Vs. Traditional Banking.

Unit VI: Fintech Law and Policy: Evolving Relationship Between Fin Techs, Regulators and Traditional Financial Institutions; Regulating Cryptocurrency – as Money, as a Commodity and as Property; Regulating Initial Coin Offerings (ICO); Regulation of Fintech Credit; Regulation of Fintech Payments; Regulation of Fintech Financial Management.

Suggested Readings

1. Phadke, S., *Fintech Future: The Digital DNA of Finance,* Sage Publications India.
2. Jockle, J., Chisti, S., *Fintech for Dummies*, Wiley
3. Swaminathan, K.,*3F: Future Fintech Framework,* Notion Press
4. Gupta, P., Tham, T., *Fintech: The New DNA of Financial Services, DE G Press*
5. Tanda, A., Schena, C., *Fintech, Bigtech & Banks,* Palgrave McMillan
6. Kitao, Y., *Learning Practical Fintech from Successful Companies*, Wiley
7. Fischer, F., Arslanian, H., *The Future of Finance,* Palgrave McMillan
8. King, B., *Bank 4.0: banking everywhere, never at a bank*, Wiley

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 306E
Subject: Corporate Reporting
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Financial Reporting help the investors and financial analysts to deeply understand firm's strength and profitability and sustainability and hence ultimately the value of the firm. Such a process enables the investors in making intelligent investment decisions. This course helps the students to understand about Global IFRS, Indian Accounting Standards (Ind AS), Corporate Segment Reporting, Social Reporting, Environment Reporting etc. and their needs and benefits in today's corporate world.

Course Contents

Unit I: International Financial Reporting Standards (IFRSs): International Financial Reporting Standards (IFRS) and its need; International Accounting Standards Board (IASB) – Construction, Composition and Objectives; IFRSs issued by IASB; IASC and IASs.

Unit II: Indian Accounting Standards (Ind ASs): Issue of Ind AS and procedure of issue; List of Ind ASs; Basic Provisions of different Ind AS and major disclosures required.

Unit III: Corporate Segment Reporting: Operation Segment, Process of Segmentation, Reportable Segment, Major disclosures required.

Unit IV: Recent trends in Financial Reporting: Sustainability Reporting; Tripple Bottom Line Reporting; Corporate Social Responsibility Reporting (CSR Reporting); Fair Value Measurement; Integrated Reporting (IR); Business Responsibility Reporting

Unit V: Corporate Social Reporting and Corporate Environment Reporting: Social Accounting- Social Cost, Social Benefits and Social Profits, Format for Social and Environmental Reporting, Social benefit-cost ratio, Initiatives of the Government and Regulators for better Social and Environmental Reporting practices, Limitations of Social and Environmental Accounting.

Unit VI: Valuation, Accounting and Reporting of Financial Instruments and others: Recognition and Valuation Financial Instruments (Ind AS), GST Accounting, NBFC – Provisioning Norms and Accounting, Valuation of Shares, Valuation of Goodwill.

Suggested Readings

1. Rao, P. M., *Financial Statement Analysis and Reporting,* PHI Learning Pvt. Ltd., New Delhi.
2. Foster, G., *Financial Statement Analysis, Pearson Education,* New Delhi.
3. Kaveri, V. S., *Financial Ratios as Predictors of Borrowers Health,* Sultan Chand & Sons, New Delhi.
4. Foulke, R.A., *Practical Financial Statement Analysis,* McGraw-Hill, New York.
5. Ghosh, T.P., *Accounting Standards and Corporate Accounting Practices,* Taxmann, New Delhi.

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6. Agarwal, S., *Guide to Accounting Standard,* Snow white Pubs.

7. White, G. I., Sondhi, A. C. and Fried, D. *The Analysis and Use of Financial Statements,* Wiley.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 306F
Subject: Investment Analysis and Portfolio Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The students will gain knowledge on how to manage money, the different investment alternatives available, familiarize with the various instruments available and develop analytical skills as to how money can be managed to derive maximum benefits. The course will build their knowledge on how one can assess current investments and future prospects to develop a portfolio of investments.

Course Contents

Unit I: Introduction: Financial Instruments, Overview of Indian Capital Market, Brief ideas on portfolio management, ideas on speculation, hedging, arbitraging.

Unit II: Security Analysis: Concept of Security – Fundamental and Technical Analysis difference between Fundamental and Technical Analysis – Dow Theory – Elliot Wave Theory.

Unit III: Security Valuation: Valuation of Bond – YTM and its calculation- Duration of Bond – Concept of Immunization- Valuation of Shares.

Unit IV: Risk and Return: Definition of Risk and Return – Different types of Risk measurement of Risk and Return of single security, Risk and reward of stocks and bonds – Beta of Security.

Unit V: Concepts of Portfolio Management, Portfolio Theory: Concept of Portfolio, measurement of Portfolio risk and return, Markowitz Portfolio theory – Efficient Frontier and selection of Optimum Portfolio.

Unit VI: CAPM Model: Idea and interpretation – Estimation error, The market model, The Fama-French model – Usefulness.

Unit VII: Mutual funds: Meaning, Performance evaluation of managed portfolios: Treynor ratio, Sharpe ratio and Jensen measure.

Unit VIII: Other Portfolio Theory: The CAPM analysis and interpretation, Sharp Single Index Model – Arbitrage pricing theory and Multi Factor Theory.

Unit IX: Market efficiency and Portfolio Evaluation: Concept of market efficiency – Different types of market efficiency and their interpretation – Techniques of analysing portfolio performance – analysis and modification of portfolio.

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Suggested Readings

1. Francis, J. C., *Management of Investments*, McGraw Hill, N.Y.
2. Fischer, D. E. and Jordan, R. J., *Security Analysis and Portfolio Management*, Prentice Hall, N. Delhi.
3. Fuller, R. J. and Farrell Jr., J. L., *Modern Investments and Security Analysis*, McGraw - Hill, Singapore.
4. Raghunathan, V., Barua, S. K. and Verma, J., *Portfolio Management*, TMH, N. Delhi.
5. Fabozzi, Frank J., *Investment Management*, Prentice Hall, International Edition.
6. Kevin, S., *Portfolio Management*, PHI, N. Delhi.
7. Pandian, P., *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd., N. Delhi.
8. Ranganatham, M. and Madhumati, M., *Security Analysis and Portfolio Management*, Pearson.
9. Avadhani, V. A., *Securities Analysis and Portfolio Management*, Himalaya Publishing House.
10. Fischer, Donald E, and Jordan, Ronald J., *Security Analysis and Portfolio Management*, 6th Ed., New Delhi, Prentice Hall of India, 1995.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 306G
Subject: International Financial Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course objectives are to introduce students to the world of international finance, its effects on global trade, and the financial management of businesses operating in an increasingly interconnected world. The course gives a concise introduction to international finance. It offers a clear conceptual framework for understanding important financial decisions in multinational organizations, emphasizing broad principles and real-world applications. The method used in the course is to approach international financial management as a logical and natural extension of the concepts covered in the introductory financial management course.

Course Contents

Unit I: Financial Management – A Global Perspective: Introduction, Finance Function, Need of accessing offshore funds, Complexity of IFM over the conventional Financial Management, Overview of International Financial Environment.

Unit II: International Monetary System: Exchange Rate Regimes; Balance of Payments: Meaning, components and significance; Role of Finance Manager in Global context

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Unit III: Foreign Exchange Market: Nature, Structure – Tier1 and Tier 2, Participants in forex market; Exchange Rate Quotation: Spot, Forward and Cross-rate; Nominal, Real and Effective Exchange Rates; Type of transactions: Arbitraging, Speculating, Hedging.

Unit IV: International Parity Relationships and forecasting Foreign Exchange rate: Exchange rate equilibrium – Factors effecting foreign exchange rate – Forecasting foreign exchange rates – Purchasing Power Parity, Interest Rate Parity, Fisher effect and International Fisher effect.

Unit V: Foreign Exchange exposure and management: Meaning, Types – Translation, Transaction and Economic exposure; Computation of gain or loss in exposure; Techniques for managing different types of exposure: External and internal techniques

Unit VI: International Financial Market instruments: Meaning, motives for the internationalization financial transaction, sources for international funds, Segments of International Financial Markets – Foreign Exchange Market, International Bond Market, International Equity Market, International Money Market

Unit VII: International Investment Decisions: International Capital Budgeting, Evaluation Criteria, Cash Flow, Cost of Capital, Adjusted Present Value Approach, Sensitivity Analysis, Project Appraisal, Non-Financial Factors

Suggested Readings

1. Apte, P. G., *International Financial Management*, McGraw Hill, New Delhi.
2. Bhalla, V. K., *International Financial Management*, S. Chand, New Delhi.
3. Viz, M., *International Financial Management Text and Cases*, Taxmann Publications (P) Ltd., India.
4. Siddaiah, T., *International Financial Management an Analytical Framework (Ed. 3)*, Pearson Education, New Delhi.
5. Shapiro, A.C., *Multinational Financial Management*, Prentice Hall of India.
6. Kevin, S., *Fundamentals of International Financial Management*, PHI, Delhi.
7. Madura, J., *International Financial Management*, Cengage learning, Delhi.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 306H
Subject: Financial Derivatives and Risk Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course shall educate the students on the design of financial derivatives, the types of players in the market, and the concept of Index. Further, the students will be able to understand the framework related to the valuation of derivatives and the trading strategies using the same. The course shall instruct on how to identify risk and hedge it using derivatives, the concept and usage of Swaps, Sales Practice and Investor Protection Services.

Course Contents

Unit I: Introduction to Derivatives: Introduction, Managing Risk, Types of Business Risks, Basics of Derivatives, Derivatives Market – History and Evolution, Indian Derivatives Market, Market Participants, Types of Derivatives Market, Significance of Derivatives.

Unit II: Understanding Index: Introduction, Significance, Types of Stock Market Indices, Attributes of an Index, Index Management, Major Indices in India, Application of Indices.

Unit III: Introduction to Forwards and Futures: Introduction, Forward Contract, settlement of Forward Contract, Futures contract, Specifications of Futures contract, difference, Pricing, Arbitrage, Convergence, Relationship of futures price and expected spot price, Commodity, Equity and Index Futures, Uses of Futures, Optimal Hedge Ratio, Liquidity and Other Risks.

Unit IV: Introduction to Options: Basics of Options, Pay off Charts for Options, Basics of Option Pricing and Option Greeks, Uses of Options.

Unit V: Option Trading Strategies: Options Spread, Straddle, Strangle, Covered Call, Protective Put, Collar, Butterfly Spread.

Unit VI: Swaps: Features of Swap, Need, swap dealer, Applications, Rationale, Types, hedging, Features, Valuing Interest rate and currency swap, Commodity swaps, equity swaps

Suggested Readings

1. Hull, J., Basu, S., *Options, Futures, And Other Derivatives*, Pearson.
2. Bossu, S. and Henrotte, P. *An Introduction to Equity Derivatives: Theory & Practice,* Wiley.
3. Srivastav, R. and *Derivatives and Risk Management,* Oxford
4. Ghosh, R., *End Users' Guide to Risk Management & Derivatives,* Wiley
5. Janakiraman, S., *Derivatives and Risk Management,* Pearson
6. Chance, D., Brooks, R. and Dhamija, S., *An Introduction to Derivatives and Risk Management*, Cengage.
7. Bouzoubaa, M., *Equity Derivatives Explained,* Palgrave Macmillan.
8. Leoni, P., *The Greeks & Hedging Explained,* Palgrave Macmillan
9. Khatri, D. K., *Derivatives and Risk Management,* PHI, New Delhi

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Specialization: Marketing

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 307A
Subject: Sales and Distribution Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course helps the students to understand the roles and responsibilities of sales function and how to manage the channel efficiency and effectiveness of a sales program. Students can able to manage, motivate and lead sales force along with making a sound plan and implement an effective sales strategy for their organizations.

Course Contents

Unit-I: Introduction to Sales Management, The Selling process Managing Sales Information, Sales Organization, Managing of sales territory, Management of Sales Quota

Unit-II: Recruitment and Selection of Sales force, Training the sales force, Sales force motivation, Sales force compensation, Evaluating and controlling sales force.

Unit-III: Concept of personal selling - Importance - Objectives - Process - Role of personal selling in marketing - Types of selling -Selling of services- Selling Methods- Tender Selling- Auction Selling -Counter Selling- Direct Selling -Door -to- Door Selling- System Selling - Team Selling -Tele Selling -Relationship selling.

Unit-IV: Sales Forecasting Sales Forecasting: Meaning and definition -importance -Types -Methods of Sales Forecasting -Market and Sales Potential.

Unit-V: Introduction to Distribution Management: Distribution: Meaning and definition -Significance- Objectives-Elements of distribution Managerial Issues of distribution. Physical Distribution, Components of Physical Distribution- Physical Distribution Costs.

Unit-VI: Classification of Distribution Channels Types of distribution channels - Selection of channels - Distribution policies -Levels of channels- Role and Importance of channels of distribution.

Unit-VII: Logistics and Supply Chain Management Logistics - Meaning and definition - Scope - Logistics and other functions - Extension to Supply Chain Management - Need and Importance of Supply Chain Management.

Unit-VIII: Distribution System in India Global Scenario -Wholesale trading -Retail trading - Sale by retailers - Exclusive Retailing - Non-store retailing - Contemporary Distribution Scenario in India.

Case Studies

Suggested Readings

1. Richard R.Still, Edward.W.Cundiff and A.P. Govoni, *Sales Management*, Prentice Hall of India, N.Delhi
2. Dalymple, D. J. *Sales Management, Concepts & Cases*, New York, John Wiley
3. Ansary, E. L. *Distribution Management*, Prentice Hall of India, New Delhi

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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*, Pearson.
6. Gupta, S. L., *Sales and Distribution Management: Text and Cases*, Excel Publishers.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 307B
Subject: Service Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

On successful completion of the course students will be able to demonstrate an extended understanding of the similarities and differences in service-based and physical product-based marketing activities and can develop marketing planning and control systems for the services industry. This course helps to understand the marketing and communication mixes for service products that improve service productivity, perceived quality, customer satisfaction and loyalty. Students can apply relevant services marketing theory, research and analysis skills to contemporary case studies and communicate outcomes employing professional discourse and formats.

Course Content

Unit-I: Introduction to Services Marketing: Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

Unit-II: Service Products, Product Level Framework, Flower of Services, New Service Development, Strategic & Tactical Aspects of Services Marketing

Unit-III: Service Quality, Customer expectations of service, Customer perceptions of service, The Gaps Model of service quality, moment of truth, service encounter, service encounter classification.

Unit IV: Managing Service Operations: Service Process, Managing Demand and Supply, Participants in Services – Employees roles in Service Delivery, Customers roles in Service Delivery, Mass Production and Delivery, Service Guarantee.

Unit-V: Pricing and Promotion of Services: Pricing Challenges, Pricing Program, Revenue Management, Communication Strategy & Implementation, Advertising Services, Digital Marketing

Unit-VI: Place and Process Decision: Methods of Service Delivery, Role of Intermediaries, Franchising, Service Process, Developing a Service Blueprint, Self Service Technologies (SSTs), Application of Service Blueprint.

Unit-VII: People and Physical evidence: Frontline Service Employees, People Management Strategies, Service Leadership & Service Climate, Service Environment, Servicescape Model, Designing Servicescapes.

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Unit-VIII: Service Excellence: Enabling Service Excellence, Delivering Value, Service Failure & Recovery, Customer Loyalty, Customer Relationship through Loyalty, Loyal customer Ladder, Recovery of Lapsed Customer.

Suggested Readings:

1. Writz, J. and Lovelock, C. *Service Marketing- People, Technology, Strategy,* World Scientific
2. Van Looy, B, Gemmel P and R. Van Dierdonck: *Services Management – An Integrated Approach*, Pearson Education, New Delhi
3. Jauhari Vinnie and Dutta Kirti: Services – Marketing, Operations, and Management, Oxford, New Delhi
4. Zeithaml, VA, Gremler DD, Bitner MJ and Ajay Pandit: *Services Marketing – Integrating Customer Focus Across the Firm,* TMH, New Delhi
5. Verma, Harsh; *Services Marketing – Text and Cases*, Pearson Education, New Delhi

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 307C
Subject: Sectoral Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

The objective of this course is to develop foundations for Rural Marketing. Students would be able to develop Strategies regarding rural marketing environment, Consumer decision making process and Communication. The concept and importance of non-profit marketing and rural cottage industry is also imparted.

Course Contents

Unit-I: Introduction of Rural Marketing: Concept and Functions of Rural marketing, Nature and characteristics of rural markets, Potential of rural markets in India, Rural marketing: Plan and Policies.

Unit-II: Environmental Factors: Market Environment, Socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing. Rural market Organisational Culture, Rural Market Competition.

Unit-III: Rural Customer Decision Making Process: Purchase behaviour of customers, Rural v/s urban markets, customer relationship management-Importance, Consumer Behaviour in Rural and Urban Markets-A comparative analysis, Consumer Behaviour-Positivism and Interpretivism, CRM for Retail Customers, Rural Organisational Buying Behaviour, Rural Market Research.

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Unit-IV: Product plans and Pricing-Rural Market perspectives: Product-Concept, significance and Product Mix decisions. Rural Product Classifications, Product related analysis- Competitive analysis, Market analysis.

Unit-V: Packaging for Rural Markets. Segmentation: Approaches for Segmenting the Rural Market, Targeting and Positioning. Product Life cycle: Concept and strategies in Rural Market. Pricing: Introduction, Objectives. Pricing Elements, Rural Pricing Policies and Strategies, Pricing and Income Levels, Competition and Pricing.

Unit-VI: Rural Distribution: Introduction, Accessing Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders, the last Mile Distribution, Haats/Shandies. Customer convenience buying. Public Distribution System, Role of Co-operative Societies in rural distribution, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies. Emerging Distribution Models- Corporate and Self-help group Linkage, Satellite Distribution, Challenges in Rural Distributions.

Unit-VII: Promotion and communication strategy: Introduction, Objective of Rural marketing Communications, Consumer advertising, Business advertising, Sales Promotion. Media plans, Organizing personal selling in rural market in India, Innovation in rural marketing, Communication strategy for non-Profit marketing. Branding& Brand Management, Creating brands in Rural market, Brand Positioning and Brand Associations, Brand awareness in Rural markets. Brand Loyalty versus Brand Stickiness

Unit-VIII: Sectoral Marketing and Rural Cottage Industry: Meaning and Concept, Unique features of non-profit Marketing, Managing and targeting the Non-profits offerings, Rural Cottage Industry-Meaning and Importance, Marketing of rural artisan products, Khadi and Village Industry, Agricultural Produce Market Committee-Concept and Importance, Gram Mela-Functioning and Importance. Successful story of non-profit marketing and rural cottage Industry in Indian context.

Unit-IX: Rural Markets-Emerging Trends: Applications of IT in Rural Markets: Importance and Initiatives, Emergence of Organised Retailing in Rural India. Mobility in Emerging Market, Changing Role of Rural Sector in India; Rural Income and Demand, Role of microfinance in Rural market, Improvement measures Taken by the Government – Initiatives by Co-operative and Private Sector, Rural Female Empowerment.

Suggested Readings

1. Kashyap Pradeep: *Rural Marketing*, Pearson.
2. Mathur, U. C. *Rural marketing-Text and cases*, Excel Book.
3. Krishnamacharyulu, C. and Ramakrishan, L. *Rural Marketing*, Pearson.
4. Ramaswami, V. S. and Namakumari, S. *Marketing management: global perspective, Indian context*: Macmillan.
5. Singh, A. K. and Pandey, S. *Rural Marketing*. New Age.
6. Singh Sukhpal, *Rural Marketing*. Vikas Publication House.
7. Kivi Leroux Miller: *The Non-profit Marketing Guide: High-Impact, Low-Cost Ways to Build Support for Your Good Cause*, Wiley.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 307D
Subject: Green and Sustainable Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

Green & Sustainable Marketing Management will help students make informed decisions about choices that impact the environment. It will give a thorough introduction to the emerging field of green marketing management.

Course Contents

Unit-I: The Consumption-Environment Interface: An Overview of Strategic Green& Sustainability Planning, The Environment and consumption, Marketing and sustainable development, Green Marketing and Social Marketing, Internal Green Marketing and corporate sustainability, Green Marketing Vs. Greenwashing

Unit-II: Green Product Strategies: Green Product, Green manufacturing value chain process, Green Supplier Selection, Green Disposal and effluents, Environmental impact research& environmental checklists, MET (material, environment, toxicity) Matrix

Unit-III: Green Product life cycle: Designing and producing greener offerings, Buying greener

Reducing use carbon footprint, Sharing and increasing product life, Using waste to create value, Sustainable Supply Cycle Strategies

Unit-IV: Green Marketing Strategies: Green Pricing, Customers' willingness to pay for Green products, Green Promotion& Positioning, Green Integrated Marketing Programs, Green Packaging, certification and labelling, Green Retailing, Sustainable Branding, Creating partnerships for sustainable strategies

Unit-V: Macroeconomic Energy & Water Consumption: The Role of Household Consumption, Energy Consumption in the Services Sector, Energy Consumption in the Transportation Sector, The Role of Industrial Energy & Water Consumption,

Unit-VI: Green Marketing and Sustainability Reporting: Reporting Value to Stakeholders, Purposes of Sustainability Reporting, Reporting Economic Value, Reporting Environmental Value, Reporting Social Value, Triple Bottom Line, Key Corporate Social Responsibility Areas and ESG (Environment Social Governance) Reporting, International Organisation for Standardisation Standards, ISO 14001, ISO 14025, ISO 14040, ISO 14064, ISO 26000

Unit-VII: Sustainability Issues in Services Marketing: Ecological footprints in Tourism, Use and disposal of toxic material Health-care, Non-renewable fuel use in Transport, Materials used in food service industry

Suggested Readings

1. Fuller, D. A; *Sustainable Marketing: Managerial-Ecological Issues*, Sage Publications.
2. Grant, J.; *The Green Marketing Manifesto*, John Wiley and Sons.

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3. Kotler, P. and Keller, K. L; *A framework for Marketing Management*, Prentice-Hall.
4. Ottman, J.; *Marketing: Opportunity for Innovation*, BookSurge LLC.
5. Philip Kotler, Hermawan Kartajaya, *Marketing 3.0: From Products to Customers to the Human Spirit*, Wiley.
6. Ottman, J.A, *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*, Greenleaf Publishing.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 307E
Subject: Consumer Behaviour
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

After completion of the course of consumer behaviour, students will be able to explain the field and scope of consumer behaviour and impact of new technology on marketing strategies. This course also leads to understand different aspects of research in the field of consumer process and can apply the concepts of motivation and perception on consumer behaviour.

Course Contents

Unit-I: Introduction to Consumer Behavior: Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, Dimensions of Consumerism, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, Consumer Behavior and its Applications in Marketing.

Unit-II: Individual Determinants of Consumer Behavior:

Consumer Motivation - Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Overview of Maslow's hierarchy of needs.

Consumer Personality – Personality, Self-concept, Overview of Personality Theories,

Consumer Perception - Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Perceived Product and Service Quality, Consumer Risk Perceptions.

Consumer Learning, Memory and Involvement - Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Consumer Attitudes - Functions

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of Attitude, Attitude Models, Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers.

Unit-III: Environmental Influences on Consumer Behavior: Cultural Influences on Consumer Behavior – Concept of Culture, Values, Sub-cultures, Influence of Indian Culture on Consumers, Cross-cultural Influences. Family Influences on Buyer Behaviour, Roles of different members, needs perceived and evaluation rules. Factors affecting the need of the family.

Unit-IV: Group Dynamics & Consumer Suggested Readings Groups, Social Class & Consumer Behavior – Suggested Readings Groups, Opinion Leaders and Social Influences In-group versus out-group influences, Diffusion of innovations Process of Diffusion and Adoption, Innovation, Dimensions of Involvement, Decision process, Extensive Problem Solving, Limited Problem Solving, Routinized Responsive Behaviour.

Unit-V: Buying Decision Process: Problem Recognition, Information Search, Alternative Evaluation, Decision Rules and Selection, Outlet Selection and Purchase, Post Purchase Behaviour and Customer Satisfaction,

Unit-VI: Organizational Buying Behavior: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles.

Unit-VII: E-Buying behavior The E-buyer vis-a vis the Brick and Mortar buyer, Influences of Digital, Social Media and Mobile on E-buying, Luxury and Consumer Behaviour.

Unit-VIII: Basic Models of Consumer Behaviour: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making.

Case Studies

Suggested Readings:

1. David L. Loudon & Albert J. Della Bitta, *Consumer Behavior*, Tata McGraw Hill

2. Hawkins, Mothersbaugh, *Consumer Behavior*,Tata McGraw Hill

3. Batra, Kazmi, *Consumer Behavior*, Excel Books

4. Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, *Consumer Behavior*, Pearson,

5. Engel, Blackwell & Miniard, *Consumer Behavior*, Thomson South-Western publication

6. Jain, Sheth and Schultz, *Consumer Behaviour: A digital Native*, Pearson

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 307F
Subject: Digital and Social Media Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course helps the students to understand the strategic and tactical nature of digital and social media marketing in this changing business environment. It will also help to understand the role of digital marketing in a company's media portfolio and its impact on the marketing function and identify and understand the key channels and options currently available for digital marketing campaigns on the internet (and appreciate that they are constantly evolving. This is also helping the students to understand the balance between technology and consumer behavior for digital and social media marketing best practices.

Unit-I: Definition of digital marketing; Traditional VS Digital Marketing, Benefits of Digital marketing, Digital Marketing Framework-ASCOR.

Unit-II: Design digital marketing plan, SWOC, situational analysis, key performance Indicators in internet marketing, Digital Landscape, P-O-E-M Framework.

Unit-III: Advertising on the internet; Digital Media, Convergence of Digital Media, E- Commerce and Digital Media, social media and Mobile Adverting, Digital Public Relations, Influencer Marketing, Blogger Relations.

Unit -IV: Search Engine Marketing (SEM), Search Engine Optimization (SEO); Types of SEO (On page SEO, Off page SEO, Local SEO, Mobile SEO, e Commerce SEO), advantages and disadvantages of SEO, Google Ad words, Types, Pay per click.

Unit-V: Introduction to social media, Types of social media, benefits of social media marketing, recent trends of social media marketing.

Unit-VI: Facebook for Business-Facebook fan Engagement, Anatomy of Ad Campaign, Adverts Targeting, Facebook Insights- Hashtags, Facebook Apps, Facebook live, Facebook Avatar, Facebook Ad manager, Facebook Power editor.

Unit-VII: E-Mail Marketing, Mobile Marketing & Video Marketing: Email Campaigns, Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy, Mobile Advertising Models, Advantages of Mobile Advertising, Mobile Marketing Toolkit- You Tube marketing- Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding, Channel Analytics.

Unit-VIII: Introduction to Content Marketing, increase traffic, engagement of customers, strategy to create content, Online Footprint, starting with a Blog, Writing for the Web, Brand Building.

Suggested Readings:

1. Pam Didner, *Global Content Marketing*, McGraw Hill

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2. Seema Gupta, *Digital Marketing*, McGraw Hill
3. Ghoshal, M. and Karishma Gulati Trehan, *Fundamental of Digital Marketing*, Sun India publications.
4. Dave Chaffey and Fiona Ellis-Chadwick, *Digital Marketing: Strategy, Implementation and practice*, Pearson Education
5. Puneet Bhatia, *Fundamentals of Digital Marketing*, Pearson Education

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 307G
Subject: Agri Business Management
Full Marks: 100: No. of Classes: 40 Hours 4 Credits

Course Objectives

The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms. Students would also be able to grasp the importance and functioning of latest trend being implemented in Agri Marketing.

Course Contents

Unit-I: Introduction: Agribusiness Marketing- Meaning and scope,Agribusiness marketing and economic development, Agribusiness market structure – meaning, components and dynamics. Agribusiness marketing environment, Factors Enhancing Agri-business Opportunities.

Unit-II: Agribusiness – productstrategy: Meaning&significance, Productmix, Market segmentation and targeting, Classification of agricultural products with particular Suggested Readings to seasonality and perishability, Stages and estimation of demand of new product; product life cycle, Formulation of marketing strategy, Determinants of consumer's behaviour.

Unit-III: Agribusiness – Pricing and its policies: Determinants of price, Objectives of pricing policies and pricing methods, price discounts and nonprice competitions, Pricing for Uncertainty.

Unit-IV: Promotional management: Advertising planning and execution; sales promotion; grading and standardization, Factors influencing the promotional mix with Suggested Readings to agribusiness marketing, Managing integrated marketing promotion, Customer Relationship Management, Branding-Concept and Importance, Brand awareness.

Unit-V: Distribution management: Inventory, warehousing and distribution centres, Management for agricultural Products, Marketing agencies/intermediaries - roles and functions, Distribution channels involved in agribusiness. Demand forecasting, Protective packaging.

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Unit-VI: Agricultural input marketing: Meaning and importance; Agricultural inputs and their types - farm and non-farm, WTO and agricultural inputs.

Unit-VII: Agribusiness cooperative: Cooperative management- Nature, functions and purpose of cooperatives, Principles of cooperation, Process of cooperative formation, Credit cooperatives, Cooperative marketing, Dairy cooperatives, Role of cooperative in Agri- input marketing.

Unit-VIII: E-commerce and Agribusiness: E-commerce overview: Introduction, features and importance to economy, Models of ecommerce, e-commerce status in India, key success factors, Advantages, limitations and challenges in e-commerce with special Suggested Readings to India, Future Vision for E-Agri Marketing.

Suggested Readings

1. Acharya SS & Agarwal NL: *Agricultural Marketing in India*. Oxford & IBH.
2. Kohls RL &UhlJN:*Marketing of Agricultural Products*: Prentice Hall.
3. Kotler: Marketing Management – *Analysis, Planning, Implementation and Control*: Pearson Education
4. Krishnamacharya C &Ramakrishan L: *RuralMarketing*: Pearson Education
5. Akmat JS: *New dimensions of cooperative Management*: Himalaya publications house
6. Chand Ramesh: *Agriculture Marketing*: Educational Publishers
7. Venugopal Pingali&Kaundinya Ram: *Agri-input Marketing in India*: Sage Publication
8. Ghosh Nilabja: *India's Agricultural Marketing: Market Reforms and Emergence of New Channels (India Studies in Business and Economics)*: Springer India

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA – 307H
Subject: Retail Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of the course is to provide a relevant conceptual framework for understanding principles of organised retail marketing based on its origins in the global context but with specific emphasis on its increasing contemporary relevance in the Indian retailing scenario. It will equip the student with the knowledge and understanding of pertinent concepts inretail marketing, with a stress on application-based practices.

Course Contents

Unit-I: Retail Evolution and Development: Definition, Scope, Benefits of Retailing; Evolution of Retailing Theories; Global retail scenario; Changing Scenario of Indian Retail Industry, Trends in Retailing in India, FDI and retail regulations.

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Unit-II: Retail Organisations: Defined by Ownership and Format; Non-Store, Web-Based and other Non-Traditional retailing.

Unit-III: The Retail Customer: Defined in terms of Profile, Value and Lifestyle; Shopping Patterns; CRM for the Retail Customer.

Unit-IV: Store Location Choices: Retail Trading Area Analysis and Store Site Selection considerations; Malls, Stand-Alone Stores, High-Street Locations, Destination Locations.

Unit-V: Store Layout and Design: Grid, Racetrack, and other Layout; Customer Circulation Plan; Window Structures, Displays and Aesthetics; Visual Merchandising Concepts related to Merchandising Principles, Planograms, End-Caps; Role of Colour and Lighting in Creating Store Ambience.

Unit-VI: Concepts of Merchandise Management: Types of Merchandise, Variety and Assortment; Category Definition, Role and Positioning – Destination, Routine, Impulse, Convenience, Seasonal – and Category Life Cycle.

Unit-VII: Retail Branding Principles: National brands, Store Name Brands, Private Label Brands; their Category Relevance, Positioning, Advantages and Drawbacks.

Unit-VIII: Retail Pricing Principles: Pricing Strategies: EDLP, High/Low Pricing, Price Bundling, Multiple Unit Pricing, Leader Pricing, Price Lining, Odd Pricing, Psychological Pricing, Prestige Pricing, Penetration Pricing, Mark Downs and Mark Up, Establishing Gross Margins.

Suggested Readings:

1. Pradhan Swapna, *Retailing Management*, McGraw-Hill Education
2. Berman Barry, Evans Joel, and Srivastava Ritu, *Retail management – A Strategic Approach*, Pearson
3. Sinha Piyush Kumar, and Uniyal Dwarika Prasad, *Managing Retailing*, Oxford University Press
4. Bajaj Chetan, Tuli Rajnish, and Srivastava Nidhi, *Retail Management*, Oxford University Press
5. Levy Michael, Weitz Barton and Grewal Dhruv, *Retailing Management*, McGraw-Hill Education
6. Bhalla Swati and Singhal Anurag, *Visual Merchandising*, McGraw-Hill Education
7. Dunne Patrick M and Lusch Robert F, *Retail Management*, South Western
8. Underhill Paco, *Why We Buy: The Science of Shopping*, Simon & Schuster

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Specialization: Human Resource

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 308A
Subject: Human Resource Planning and Utilization
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The purpose of the course is to enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower cell of company.

Course Contents

Unit-I: Introduction: Concept and meaning of human resource planning, human resource planning vs. manpower planning, objectives of human resource planning, levels of human resource planning, factors affecting HRP, role of HRP professionals, link between HRP & strategic planning, problems in HRP, and guidelines for effective HRP.

Unit-II: Job Analysis: Concept of job analysis, objectives of job analysis, advantages of job analysis, process of job analysis, methods of job analysis, concept of job description, objectives of job description, advantages of job description, concept of job specification, advantages of job specification, concept of job evaluation, objectives of job evaluation, methods of job evaluation, concept of job design, and methods of job design.

Unit-III: HRP Process: Introduction, steps in human resource planning process, demand forecasting techniques of human resource, supply forecasting techniques of human resource,andwastage analysis.

Unit-IV: Career Planning: Concept and meaning of career planning, relationship between human resource planning and career planning,need for career planning,objectives of career planning,and process of career planning.

Unit -V: Employee Turnover: Introduction, concept & meaning, types, causes, remedies, and cost of turnover.

Unit -VI: HRIS: Introduction, concept & meaning, components, functions, designing the HRIS, and benefits.

Unit-VII: Human Resource Audit: Introduction, concept & meaning, objectives, benefits of HRA, approaches to HRA, steps in HRA, and audit reports.

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Unit-VIII: Competency Mapping:Introduction,meaning & concept,need for competency mapping,steps in competency mapping,benefits of competency mapping, competency mapping process, and methods for competency mapping.

Suggested Readings:

1. Gupta, C.B. (1997). Human Resource Management, S. Chand & Sons, New Delhi.
2. Pattanayak, B. (2001). Human Resource Management, PHI, New Delhi.
3. Aswathappa, K. (1999). Human Resource and Personnel Management, Tata McGraw Hill, New Delhi.
4. Lloyed, L. B. & Leslie, W. R. (1997), Human Resource Management (5th edition), The McGraw-Hill Companies, USA.
5. Armstrong, M. (1999), A Handbook of Human Resource Management Practice (7th edition), Kogan Page Limited, 120 Pentonvelle Road, London.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 308B
Subject: Human Resource Development and Talent Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives: The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system. The goal is also to form systemic view on talent management and develop a systemic approach to managing talented employees in the organization.

Course Contents

Unit-1: Concept, Need and Objective of HRD; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD. HRD culture and climate. Designing and developing effective HRD programs.

Unit-II: Introduction to training, need for Training and Development, Training vs. Development, importance of Training and Development in an organization, Succession Planning, Needs Assessment and Analysis**:** Importance & objectives of Training Need Analysis, Steps in Need Assessment Process, Methods of Training need analysis. Organizational Support For need assessment, who should participate in Need Assessment, Organizational analysis, Person analysis, Task Analysis.

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Unit-III: Training administrations - Considerations in designing Effective Training Programs**,** Training Design, Various Training Methods, Role of Trainers**,** Qualities of a good Trainers, Internal Trainer Vs External Trainer, Training Issues resulting from External & Internal Environment, Choice of training method based on skill set requirement and Industry vertical, Assessment Centres.

Unit-IV: Training Evaluation and Measurement: Process of evaluation, evaluation models- Kirkpatrick's 4 Levels of Evaluation, **Anderson's Value of Learning Model,** The Phillips ROI Model, Summative vs. Formative Evaluation. Outcomes used in the evaluation of a training program, Determining ROI of Training.
Special Issues in Training & Development: Training in various sectors including Banking, BPO, IT,

Unit-V: Talent Management - Concept, meaning, Objective. Talent Vs Knowledge. Process of Talent Management, Sources of Talent, Role of Talent Management in building sustainable competitive advantage, Navigating the forces impacting Talent Management, suggestive tools for managing talent.

Unit-VI: Building Blocks of Talent Management– Competencies, Performance Management, Career Development. Talent Planning and Acquisition - Preparing Recruitment Plan; searching & downloading applicants' profile, selecting recruitment source, selection process, use of assessment centres, Choosing the Type of Interview. Integrating compensation with Talent Management, Talent Management Strategy- Employee Engagement, Employee Retention, Talent Audit, Integrating coaching with Talent Management.

Suggested Readings:

1. Rao, T .V. *Human Resource Development,* Sage Publications, New Delhi.
2. Pareek, U. and Rao, T. V. *Designing and Managing Human Resource Systems,* Oxford IBH Pub. Pvt. Ltd., New Delhi.
3. Kaplan, R. S. and Norton, D. S. *The Balanced Scorecard: Measures that drive performance,* Harvard Business Review.
4. Aswathappa, K., and Dash, S. *Human Resource Management: Text and cases*. McGraw Hill Education.
5. Khanka, S.S. *Human Resource Management – Text and Cases,* S Chand Publication.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 308C
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

Unit-I: Introduction: Concept and meaning of industrial relations, features of industrial relations, actors in the IR system, scope of industrial relations, objectives of industrial relations, importance of industrial relations, approaches to industrial relations, causes of poor industrial relations, measures to improve industrial relations, impact of ILO on IR in India, new economic policy and IR in India, and impact of globalization on IR.

Unit-II: Industrial Disputes: Concept and meaning of industrial disputes, types of industrial disputes, forms of industrial disputes, causes of industrial disputes, consequences of industrial disputes, and prevention of industrial disputes.

Unit-III: Collective Bargaining: Definition of collective bargaining, characteristics of collective bargaining, types of collective bargaining, objectives of collective bargaining, importance of collective bargaining, issues in collective bargaining agreement, principles of collective bargaining, and essential prerequisites of collective bargaining.

Unit-IV: Discipline: Concept of discipline, objectives of discipline, types of discipline, progressive discipline, disciplinary action, causes of indiscipline, and code of discipline.

Unit-V: Workers Participation in Management: Concept of WPM, features of WPM, objectives of WPM, importance of WPM, different forms of WPM, reasons for failure of WPM in India, and essential condition for successful WPM.

Unit-VI: Grievance: Concept and meaning of grievance, causes of grievance, methods to know the existence of grievance, essential prerequisites of a grievance procedure, model grievance procedure, and effects of grievances.

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Unit-VII: Labour Welfare: Concept of labour welfare, importance of labour welfare, types of labour welfare, statutory provisions relating to labour welfare, theories of labour welfare, principles for successful implementation of welfare activities, agencies for welfare work, labour welfare officer, and workers' education programmes in India.

Suggested Readings:

1. Malhotra, O. P. *The Law of Industrial Disputes*, LexisNexis.
2. Arya, V. P. *A Guide to Settlement of Industrial Disputes*, Management Publications.
3. Charles, A. M. *Industrial Relations in India*, Asia Publishing House.
4. Singh, V. B. *Climate for Industrial Relations*, Allied Publishers.
5. Sinha, P. R. N. Bala, S. I., and Priyadarshini, S. S. *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education.
6. Sharma, R. C. *Industrial Relations and labour legislation*. PHI Learning Private.

VIDYASAGAR UNIVERSITY
MBA: SECOND SEMESTER
Paper Code: MBA- 308D
Subject: Compensation and Rewards Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies

Unit-1: Concepts and Theories of Wages: Concept of wages, wage theories.

Unit-2: Reward Management: Concept, aims, components of reward system; monetary &non-monetary rewards, role of reward in organization, strategic perspectives of Reward. Recent development in rewards and recognition.

Unit-3: Job Evaluation: Concept, meaning, objectives, methods of job evaluation, wage differentials

Unit-4: Systems of Wage Payment: Time rate system, piece rate system, incentive systems of payment, liking wages with productivity, fringe benefits.

Unit-5: Wage Fixation: Determination of wages, machinery for wage fixation, state regulation of wages.

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Unit-6: Labor Market: Features, demand and supply of labor, nature and composition of Indian labor force, unemployment and underemployment

Unit-7: Compensation management: Multinational, multilocational and multifunctional concept

Unit-8: Statutory provisions: Minimum Wage Act, 1948, Payment of Wage Act, 1936, Equal Remuneration Act, 1976, Payment of Bonus Act, 1965

Suggested Readings:

1. Belchor, D. W. *Compensation Administration*, Prentice Hall, Englewood Cliffs. NT
2. Sharma, J.P. *An Easy Approach to Company And Compensation Laws*. New Delhi: Ane Books Pvt Ltd
3. Armstrong, M. & Murlis, H. *Reward Management: A Handbook of Salary administration*, London
4. Subramaniam, K. N. *Wages in India*, Tata McGraw-Hill Pub. Co
5. Singh, B.D. *Compensation & Reward Management*, Excel books.
6. Milkovich & Newman. *Compensation*, McGraw-Hill.
7. Balsam, S. *An Introduction to Executive Compensation*, Academic Press.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 308E
Subject: Performance Management and Competency Mapping
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Contents

Unit-I: Introduction: Traditional Approaches, Process of Performance Management, Performance Objectives and Plans - Performance framework, Setting Objectives, Organizational & Individual performance plans, KRA and KRA setting, KPIs, Performance cycle—planning, analysis & development

Unit-II: Shaping Performance: Monitoring Performance - Manager as mentor - Role of feedback, 360-degree feedback, Coaching, Counselling, Team Performance - Focusing on team performance for better results, Team development

Unit-III: Appraising for Recognition and Reward: Process of Appraising, Methods of Appraising - Appraiser—pros and cons of appraising, Fear and concerns—rating errors and concerns, Appraisal system design, Performance counseling, Action planning, Managing High Performance, Common Problems in Assessment

Unit-IV: Competency Mapping: History and Evolution of Competency, Competence v/s Competency; Performance v/s Competency; Skills v/s Competency; Behaviour Indicators, Types of Competencies-

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Generic/Specific, Threshold/Performance and Differentiating Technical, Managerial and Human. Promoting Competency Culture, Context and Relevance of Competencies in Modern Organisations, Competencies Applications, Trans-Cultural Managerial Competencies and Proficiency Level of Competency

Unit-V: Competency Management Framework: Macro View of Competency Management Framework: Strategic Framework-Linking HR Processes to Organisational Strategy, Competency Framework-Development of Personal Competency Framework, Lancaster Model of Managerial Competencies, Competency Modelling Framework-Developing a Competency Model, Stages in Design and Implementation of Competency Model-General Competency Framework, Competency Identification- Competency Assessment and Competency Development, Competency Mapping, Integration of HR Function.

Unit-VI: Development and Assessment Centres: Benefits of an Assessment Centre; How to Organize and Run an Assessment Centre, Assessment Methodologies- Candidate Observation; Structured Interviews; Simulation Exercises; Role Plays / In Baskets /Case Studies /Psychometric Assessments; Appreciative Inquiry; Development Dialogue; Giving Feedback after Assessment; Review and Follow-up after Assessment; Individual Development Plan; Role of Reviewer; Ethical considerations in Competency Based Assessment; Linking Competency Based Assessment and Organizational Process.

Suggested Readings:

1. Armstrong, M. *Performance Management,* Kogan Page.
2. Cardy, R. L., & Leonard, B. *Performance Management Concepts, skills, and exercises*. Routledge.
3. Holloway, J., Lewis, J., & Mallory, G. *Performance Measurement and Evaluation*. SAGE Publications Ltd.
4. Rao, T.V. *Appraising and Developing Performance,* Excel Books.
5. Kohli, A. S., & Deb, T. *Performance Management*. Oxford University Press.
6. Arora, N., & Ketan S. *Performance Management and Competency Mapping,* Thakur Publication Pvt. Ltd.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 308F
Subject: Industrial and Labour Laws
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: The course is designed to provide the students about advance ideas of the labour and industrial 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

Unit-II: Industrial dispute: concept, Forms of Disputes, Prevention and settlement of Industrial Dispute, Industrial Disputes Act,1947, Standing Orders Act 1946**.**

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Unit-II: Labor Legislation: Objectives, principles, classification, evolution, impact of ILO, Labor Legislation and Indian Constitution.

Unit-III: Factories Act, 1948: Definitions; Authorities under the factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young person's Annual leave with wages; Penalties and procedure.

Unit-IV: Employees' State Insurance Act,1948: Objectives and applicability of the scheme; Definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation, standing committee and medical benefit council; contributions; adjudication of dispute and claims, benefits.

Unit-V: Workman's Compensation Act, 1923: Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; Contracting; Commissioner; Case laws.

Unit-VI: Maternity Benefit Act, 1961: Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal in absence during pregnancy, forfeiture of maternity benefits.

Unit-VII: The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the act – Employees' provident fund scheme, Employees' pension scheme, 1995, Employees' deposit linked insurance scheme; Case laws.

Unit-VIII: Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer's duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.

Suggested Readings:

1. Padhi P. K. *Labour and Industrial Laws*, PHI, India
2. Malik, K.L. *Industrial Laws and Labour Laws*, Eastern Book Company, Lucknow.
3. Kumar, H.L. *Digest of Labour Cases*, Universal Law Publishing Co P Ltd, New Delhi
4. Srivastava, S.C. *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
5. Sharma, J.P. *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd., New Delhi
6. Sharma, J.P. *Industrial Laws*, Ane Books Pvt. Ltd, New Delhi.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 308G
Subject: International Human Resource Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives: The course is designed to introduce students to the nature of developing and managing human resources in international, multinational, global, and transnational firms. It explores the complexity, challenges, and choices that firms are faced with and strategies they use to effectively develop and manage their international workforce in culturally and geographically diverse environments.

Course Contents

Unit-I: Defining International HRM, Difference between domestic and International HRM – Variables that moderate these differences , Growing Interest towards International HRM , International Business Approaches .Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model Organizational Structure in MNC , IHRM Practices , Increasing complexities and challenges in Current IHRM , trends and emerging challenges in the global work environment in which IHRM functions and activities are conducted .

Unit-II: Role of culture in International HRM, Socio-cultural context, Organizational dynamics and IHRM, Country Culture versus MNE Culture, Culture and employee management issues, Cross culture differences in the workplace. Cross-cultural management strategies and strategic implications for IHRM.

Unit-III: International Staffing: Expatriate and its role. International Recruitment function; head-hunters, cross-national advertising, e-recruitment. International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues. Repatriation, re-entry and career issues.

Unit-IV: International training and Development**;** training & development of international staff, types of expatriate training, sensitivity training, Components of effective pre-departure training programs such as cultural awareness, preliminary visits and language skills. Career Development, repatriate training, developing international staff and multinational teams. Trends in international training and development.

Unit -V: International Performance Management Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit -VI: International Compensation

Key components of international compensation, complexities that arise when firms move from compensation at the domestic level to compensation in an International context, approaches to international compensation, challenges of managing compensation among parent-country nationals, host-country nationals, and third-country nationals, global compensation issues.

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Suggested Readings:

1. Rao, P. L. *International Human Resource Management – Text and Cases*, Excel Books
2. Tayeb, M. *International Human Resource Management,* Oxford
3. Edwards, T. *International Human Resource Management,* Pearson Education.
4. Aswathappa, K., & Dash, S. *Human Resource Management: Text and Cases*. McGraw Hill Education.
5. Lall, M., & Zaidi, S. Q. *Human Resource Management*. Excel Books.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: 308H
Subject: Organizational Change and Development
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization development (OD) tools and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for leaning, the emphasis of this course is to provide students with highly practical problem-solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth.

Course Contents

Unit-I: Introduction to Organisational Change & Development: Concept of organisational change &development, definition of organisational change &development, characteristics of organisational change &development, objectives of organisational change &development, importance of organisational change &development, relevance of organisational change &development

Unit-II: Background of Organisational Development: Historical aspect, laboratory training, survey feedback, action research, sociotechnical approach, and second-generation OD: modern development

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Unit-III: Underlying beliefs, values and assumptions: definition of beliefs, values and assumptions, assumptions based on individuals, assumptions based on group, assumptions based on organisation, and beliefs and values of change agents and behavioural scientists

Unit-IV: The Change Process: Organisational change, types of organisational change, the forces of organisational change, the change approaches, the planned change, models of planned change, criticism of planned change models, opposition to organisational change, and strategies for overcoming change opposition

Unit-V: The OD Practitioner: Concept of OD practitioner, competencies of OD practitioner, styles of OD practitioner, ethics for OD practitioner, and the process of collecting data

Unit-VI: OD Interventions: OD interventions – definition, concept of OD interventions, factors affecting success of OD interventions, different types of OD interventions, and OD interventions - assessment

Unit-VII: The Future and OD: Future trends in OD, macro trends, interpersonal trends, individual trends, and future of OD.

Suggested Readings:

1. Cummings & Worley, *Organizational Development and Change*, Thomson South-Western.
2. Beckhard, R. *Organization Development Strategies and Models*, Addison-Wesley.
3. WendeelL. French and Cecil H.Bell, *Organization Development*, Pearson Publication.
4. Srivastava, B. *Organizational design & Development- Concepts and applications*, Biztantra.
5. Khadwalla, P. N. *Organizational Design for Excellence*, McGraw Hill Education.

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Specialization: Business Analytics and Data Science

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 309A
Subject: Fundamentals of Data Analytics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives: After successful completion of this course students will be able to understand the concept of Analytics and learn to use of Statistical Methods for Analytics. The course will provide the understanding about the concept of descriptive and Inferential Statistics and the knowledge about basic programming logic and technique.

Course Contents

Unit I: Introduction: Introduction to Data Science, Role of a Data Scientist, Big Data, Types of Data, Data Formats.

Unit II: Descriptive Statistics**:** Measures of Central Tendency, Measures of Variability, Variance and Standard Deviation, Skewness & Kurtosis.

Unit III: Inferential Statistics**:** Sampling Distribution and Estimation, Correlation & regression Analysis, Hypothesis Testing (Parametric and Non- Parametric), Significance in Data Science.

Unit IV: Types of Analytics: Descriptive Analytics, Diagnostic Analytics, Prescriptive Analytics, Exploratory Analytics, Predictive Analytics, Mechanistic Analytics, Casual Analytics, Inferential Analytics.

Unit V: Programming Fundamentals**:** Developing programming logic and technique through algorithm and flow charts, Concepts of object orientation and programming in C++ and Java.

Unit VI: Data Base Management System**:** Concepts of Data Base Management, Relational Data Base Management System, Data warehousing, Data fetching through query generation.

Suggested Readings

1. Gupta and Kapoor. *Fundamentals of Mathematical Statistics*, Sultan Chand & Sons.
2. Aczel, A. *Complete Business Statistics*, Tata McGraw Hill Education.
3. Srivatsava, T. N. Rego, S. *Statistics for Management*, Tata McGraw Hill.
4. Kumar, U. D. *Business Analytics: The Science of Data - Driven Decision Making*, Wiley.
5. Wade, W. *An Introduction to Analysis*, Pearson India.
6. Lind, D. A., Marchal, W. G., & Wathen, S. A. *Statistical Techniques in Business & Economics*. McGraw-Hill Education.
7. Newbold, Carlson, Thorne: *Statistics for Business and Economics*, Pearson.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 309B
Subject: Data Science Using R
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives: After the successful completion of this course students will learn Programming and Modelling in R. They will be able to understand Mining Algorithms using R, Market Based Analysis. This course will help students in developing the understanding about Predictive modelling using R and the concept of Machine Learning. Students will also be able to learn about Segmentation Analysis, Clustering, Principal Component Analysis.

Course Contents

Unit I: Programming in R: Basics of R, Conditional and loops, R packages/libraries, Data mining GUI in R, Data structures in R, Exceptions/ debugging in R

Unit II: Data Wrangling: Reading CSV, JSON, XML, .XLSX and HTML files using R, ETL operations in R, Sorting/ merging data in R, Cleaning data, Data management using R

Unit III: Modelling in R: Linear regression model in R, Multiple linear regressions model, Representation of regression results, Non-Linear Regression

Unit IV: Classification: Definition, Data Generalization, Analytical Characterization, Analysis of attributes relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Decision Tree-Based Algorithms.

Unit V: Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitional Algorithms. Hierarchical Clustering CURE and Chameleon. Segmentation analysis- types of segmentation, k-means clustering, Bayesian clustering, Principal Component Analysis, Case Study

Unit VI: Data Mining process- CRISP -DM Methodology, Data Collection and Business understanding, Data and Datasets, importing data into R, Data Pre-processing: Data Cleaning, Transforming variables, creating variables, Dimensionality Reduction, Modelling: Exploratory data analysis, dependency modelling using association rules, clustering, anomaly detection.

Suggested Readings:

1. Wickham, H., & Grolemund, G. *R for Data Science*. Shroff/O'Reilly.
2. Kabacoff, R. I. *R in Action*, Manning.
3. Lander, J. P. *R for Everyone: Advanced Analytics and Graphics*, Pearson Education India.
4. Crawley, M. J. *The R Book*, Wiley.
5. Zhao, Y. *R and Data Mining: Examples and Case Studies*, Academic Press.
6. Seema Acharya: *Data Analytics using R*, McGraw Hill Publication
7. Torgo, L. *Data Mining with R: Learning with Case Studies*, Chapman and Hall/CRC

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 309C
Subject: Business Forecasting Using IT and ITES
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives: By the end of this Course Students will develop the concept of Business Forecasting. They will be able to learn the analysis of time series data set. The course will also provide the programming knowledge of E-Views and R studio for times Series Forecasting

Course Contents

Unit I: Historical perspective of Business Forecasting: Concept of Business forecasting, Difference among Econometrics, Mathematics and Statistics, Importance of Econometrics, Linkage of Econometrics with Business Forecasting-Types of Data

Unit II: Regression Model: Steps, Linear, Non-linear.

Unit III: Univariate time series: Linear model, Stationarity, Autocorrelation, Partial Auto correlation, Multicollinearity, ARIMA, ARMA process.

Unit IV: Stationarity and Unit Roots Tests: Introduction, Unit Roots tests, Stationarity tests

Unit V: Introduction to E Views: E views Functions, Programming in E views

Unit VI: Introduction to R studios: Programming in R for time series forecasting, Business Cases

Suggested Readings:

1. Damodar, N. Gujarati. *Basic Econometrics*, McGraw-Hill Publication
2. Box, G. E. P., Jenkins, G. M., Reinsel, G. C., & Ljung, G. M. *Time Series Analysis: Forecasting and Control*. Wiley.
3. Mills, T. C. *The Econometrics of Financial Time Series*, Cambridge UniversityPress.
4. Chatfield, C. *The Analysis of Time Series: An Introduction*, Chapman and Hall.
5. Chan, N. H. *Time Series: Applications to Finance*, John Wiley and Sons.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 309D
Subject: Data Visualization for Managers
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives: After the successful completion of this course students will be able to use the tools and Process of Visualization of Data. The course will provide the concept of Common Visualization Idioms. Students will also learn the tools for Visualization of Spatial Data. The course will enable the students to gain the knowledge about the application of Tableau & R studio for Visualization Tools.

Course Contents

Unit I: The Visualization Design**:** Data Visualization with Tableau Specialization, Data visualization and D3.js, D3. Js Data Visualization Fundamentals.

Unit II: Common Visualization Idioms: Reusable Dynamic Components, Bar Chart, Vertical & Horizontal, Pie Chart and Coxcomb Plot, Line Chart, Area Chart.

Unit III: Analyse and Visualize Data: Motion Chart, Bump Chart, Donut Chart, Waterfall Chart, Pareto Chart, Introducing R programme in Tableau.

Unit IV: Visualization of Spatial Data-: Networks, and Trees, Making Maps, Visualizing Trees and Networks, Using Color and Size in Visualization

Unit V: Geo-coding & mapping in Tableau**:** Geocoding in Tableau, importing custom geocoding in Tableau, Using custom graphic units in map, Replacing Tableau's standard map

Unit VI: Data Reduction: Histograms, Aggregating Data with Group-By, Hexbin Mapping, Cross filtering, Case Studies.

Suggested Readings:

1. Marleen Meier and David Baldwin: *Mastering Tableau 2019.1: An expert guide to implementing advanced business intelligence and analytics with Tableau 2019*, Packt Publishing Limited.
2. Kieran Healy: *Data Visualization – A Practical Introduction*, Princeton University Press.
3. Scott Murray: *Interactive Data Visualization for the Web*, O′Reilly.
4. Lindy Ryan: *Visual Data Storytelling with Tableau*, Pearson Education.
5. Elijah Meeks: *D3.js in Action*, Manning Publications.
6. Jacques Bertin: *Semiology of Graphics*, ESRI Press.
7. Hadley Wickham: *ggplot2 Elegant Graphics for Data Analysis*, Springer.

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Specialization: Retail Management

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 310A
Subject: Retail Management: Theory and Practices
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: Objective of the course is to give a basic perspective of retail management and its theories and practices. This will form foundation to study different functional areas of retail management and to provide the students with the conceptual framework and the theories underlying retail management.

Course Contents

Unit-I: 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.

Unit-II: Retail Institution, Classification and Formats, Concept of Organized and Unorganized Retail, Contribution of Organized Retail, Effects of Organized Retail, Virtual Retailing- An Overview.

Unit-III: 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.

Unit-IV: 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.

Unit-V: Category Management: Organizing the Buying Process by Categories, Assortment Planning Process-Variety, Assortment & Product Availability.

Unit-VI: HR Policies and Franchising in Retail: Introduction of Franchising, Franchise Operation, Factors of Growth, Manpower Planning, Development of Retail Personnel, Recognition, Reward System.

Unit-VII: 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.

Suggested Readings:

1. Pradhan, Swapna, *Retail Management*, Tata McGraw-Hill Education

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2. Bajaj, Chetan; Tuli, Rajnish and Srivastava, Nidhi, *Retail Management*, Oxford University Press
3. Bhalla, Swati and Anurag S., *Visual Merchandising*, McGraw Hill Education
4. Berman and Evans, *Retail Management-A Strategic Approach*, Pearson
5. Levy, Michael; Weitz, Barton A. and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi
6. Swapnil Saurav, Ravi Potti, *The A to Z of Retail Management*, Eka Publishers
7. Seshanna Sudarshan, Prasad Raghu, *Retail Management*, McGraw Hill Education

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 310B
Subject: Retail Merchandising Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: Objective of the course is to give a basic perspective of retail merchandising management. This will form foundation to study various functional areas of retail merchandising management and to provide the students with the conceptual framework and the theories underlying retail merchandising management.

Course Contents

Unit-I: Merchandising an Overview: Definition, Scope, Benefits of Merchandising, Merchandising Management, Rights Challenges, Factors Affecting Merchandising, Environment affecting Merchandising, opportunities for Merchandising.

Unit-II: 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.

Unit-III: Concept of Merchandiser and Buyer: Function of Merchandiser Manager and Buyer, Hierarchy of Merchandiser and Buyer, Roles and Responsibilities.

Unit-IV: Merchandising Planning: Developing Sales Forecasting for Merchandising, Color Forecasting, Fashion Scan, Merchandising Hierarchy; 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 Months Merchandising Plan: Consistency, Depth, Breadth; Merchandising Control/ Regulation of the Plan (Open to Buy).

Unit-V: Assortment Planning: Range Planning, Space Planning, Space Transaction, GBB Assortment and Margin Mix, Aesthetic Minimum, Store Grading.

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Unit-VI: Buying Merchandise, Source Selection and Evaluation, Receiving and Stocking Merchandise, Strategic Vendor Relationship Management, Resident Buying Office.

Unit -VII: Merchandising Performance Analysis: Planogram, Visual Merchandising.

Suggested Readings:

1. Pradhan, Swapna, *Retail Management*, Tata McGraw-Hill Education
2. Bajaj, Chetan; Tuli, Rajnish and Srivastava, Nidhi, *Retail Management*, Oxford University Press
3. Bhalla, Swati and Anurag S., *Visual Merchandising*, McGraw Hill Education
4. Berman and Evans, *Retail Management-A Strategic Approach*, Pearson
5. Levy, Michael; Weitz, Barton A. and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi
6. Swapnil Saurav, Ravi Potti, *The A to Z of Retail Management*, Eka Publishers
7. Seshanna Sudarshan, Prasad Raghu, *Retail Management*, McGraw Hill Education

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 310C
Subject: Retail Sales Technique and Promotions
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: Objective of the course is to give a basic perspective of retail sales technique and promotions. This will form foundation to study various functional areas of retail sales technique and promotions and to provide the students with the conceptual framework and the theories underlying retail sales technique and promotions.

Course Contents:

Unit-I: Advertising Communications and Promotions Effective Advertising: Understanding When, who, how and Why Advertising Works- Marketing Objectives and Positioning- Target Audience Selection and Action Objectives- Communication Objectives- DAGMAR

Unit-II: The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- Campaign Tracking and Evaluation-Setting the Campaign Budget-Sales Promotions.

Unit-III: Promotion Impact- on the Marketing Mix-On the Customer Promotions and Integrated Marketing-Creating Customer Relations– Characteristics of an Integrated Programme-Strategic Considerations- Overcoming barriers in Integrated Marketing.

Unit-IV: Tactical Analysis –Strategic analysis to Promotion tactics- Objective Setting- Perspective on Strategy –Promotional tactical tool set –When and how to apply the right tactics -Built-Traffic-Reachnewcustomers-Tradeuser-IntroducenewProducts-Gain Product Display, Placement & Distribution-Stimulate repeat Sales-Generate Brand loyalty.

Unit-V: Sales promotion technique- Off the Self Offers- Joint Promotions- Price Promotions-PremiumPromotions-PrizePromotions-HowPromotionAffectsSales-Switching, Acceleration and Deceleration- How Promotion Affects Sales, Repeat Purchasing, Consumption-Trade Dealing.

Unit-VI: Retailer Promotions-Consumer Promotions (Coupons, Rebates, and Loyalty Programs)-Consumer Promotions (Loyalty Programs, Online, and Special Event Promotions)-Calculating Promotion Profitability, Retailer Promotions, Coupons, Rebates-Measuring Promotion Effectiveness- Sales Promotion Strategy Procter and Gamble's Value Pricing Strategy- Sales Promotion Strategy.

Unit-VII: Nature and Importance of Retail Sales Techniques –Application of AIDA model in Personal Selling- 7 steps of Personal Selling- B2C Marketing Process – Managing Sales Force in Retail Sales- Recent trends in Selling.

Suggested Readings:

1. Robert C. Blattberg & Scott A. Neslin, *Sales Promotion: Concepts, Methods, and Strategies*,

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Prentice-Hall

2. Julian Cummins &Ruddy Mullin, *Sales Promotions How to create, Implement and Integrate Campaigns that really work*, Kogan Page
3. Kazmi &Sathish K. Batra, *Advertising & Sales Promotions*- Excel Books
4. Georgee Belch &Michael A Belch, *Advertising & Sales Promotions: An Integrated Marketing Communications Perspective*, Tata McGraw Hill
5. Richard R. Still, Edward W. Cundiff, Norman A.P Govani, *Sales Management: Decision, Strategies, and Cases*, Pearson Education, New Delhi.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 310D
Subject: Store Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective:

Objective of the course is to give a basic perspective of Retail Store Management. This will form foundation to study various functional areas of Retail Store Management and to provide the students with the conceptual framework and the theories underlying Retail Store Management.

Course Contents

Unit-I: An Overview of Retail Operations: Functions of a Retailer, Services of a Retailer, Stores Organization, Organization Structures, Forms of Retail Store Organization, Franchise Stores, Selection of Right Location, Considerations in Layout Selection, Types of Retail Location.

Unit-II: Different Layout & Designs, Store Layouts, Types of Store Layouts, Store Design, Design in Non-Store Retailing, Principles of Store Design, Exterior Store Design and Interior Store Design, Role of Operations in Opening a Store, Store Operation Structure & Users, Operations Functions, Pre Store Opening Tasks.

Unit-III: Store Opening and Closing Process: Essentials of Store Opening, Essentials of Store Closing, Material Identification System, Receiving and Inspection, Storage System, Preservation of Materials in the Storage, Preservation Strategies and Tactics.

Unit-IV: Relevance of Stock Management and Store Audit: Important Terminologies used in Retail

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Stock Management, Stock Check Varity & Variance, Stoke Inventory and minimum stock levels, Taking Care of Quality Inside a Store, Stock Control Systems – Keeping Track using Computer Software, Using RFID for Inventory Control, Stock Security and Quality Management, Quality Control of Stocks, Concept of Store Audit, Store Appearance, Presentation, Stock, Cleanliness, Store Audits: Benefits.

Unit-V: Loss Prevention and Shrinkage Control: Importance of Security Measures, Safety and Security Factor Considerations in the Retail Store Design, Fire Safety and Fire Hazards, Ergonomics, Air Quality, Visual Inspection of Premises, Crime, Lighting, Employee Training, Shrinkage, Forms of Shrinkage, Methods & Ways to Reduce Shrinkage.

Unit-VI: The Customer Service Desk: Objectives: Customer Service Job Description, Exchange of Defective Products, Loyalty Programs, 'TILL' Management- Payment and Promotion.

Unit VII: Different Fixtures Available for a Retail Store: Objectives, The Purpose of Planning Fixtures, The Purpose of Planning Fixtures, Fixture Planning, Types of Fixtures.

Unit VIII: Contemporary Issues in Store Management: Objectives, Legal and Ethical Issues in Retailing, Copyright, Trademarks, Careers in Retailing, Employment Potential through Retailing, Building Career in Retailing, Training and Development in Retail, Diversification, Online Retailing.

Suggested Readings

1. Berman and Evans, *Retail Management A Strategic Approach*, Pearson.
2. Levy, Michael, Weitz, Barton A and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi.
3. Gopal, R. Manjrekar, Pradip, *Retail Management*, Excel Books, New Delhi.
4. Iyer, B. Sriram, *Retail Store Operations*, Tata McGraw Hill, New Delhi.
5. Menon, K. S., *Stores Management*, Macmillan India.
6. Pradhan, Swapna, *Retail Management*, Tata McGraw-Hill Education.

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Specialization: Digital Marketing

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 311A
Subject: Fundamentals of Digital Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: This course provides the fundamentals of digital marketing. This involves marketing of products or services using digital technologies. This technology primarily uses the Internet, but also involves use of mobile phones. The course helps the learner understand the differentiation of promotion of products or brands via one or more forms of electronic media from traditional marketing. Digital Marketing uses multiple channels and techniques on digital platforms that enable an organization to analyze marketing campaigns in a real time manner.

Course Contents

Unit-I: Introduction: Meaning &process of Marketing followed by Digital Marketing; meaning of visibility; visitors' engagement- meaning, importance & examples; bringing targeted traffic- inbound and outbound marketing; converting traffic into leads, types of conversion &conversion process tools; role of Digital Marketing in increasing sales; understanding competitive analysis with the help of case studies.

Unit-II: Digital marketing vs. Traditional marketing: Difference between Traditional marketing and Digital marketing as well as benefits and challenges; Moment of Truth; Tools for effective Digital Marketing.

Unit-III: Inbound Marketing: Inbound Marketing fundamentals; differences between online and offline consumer behavior; the consumer journey online; consumer decision making online; Buyer Personas; the buyer's journey; Content Strategy.

Unit-IV: Digital Marketing Plan: Formulating a media plan; Choosing the appropriate media; the strengths and weaknesses of different channels; integrating channels; Digital Advertising Market.

Unit-V: Digital Marketing Processes & Tools: Search Engine Optimization; Search Engine Marketing; Social Media Marketing; Email Marketing; Display Marketing; Video Marketing; Mobile Marketing; Digital Marketing Analytics; Digital Marketing Tools; Blogs- Meaning, Importance, Issues and Challenges. Case studies on digital marketing. (Case studies)

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Unit-VI: Website Planning & Design: Understanding domain names & extensions; planning and conceptualizing a website; registering a domain name and hosting; adding domain name to web server; adding webpages & content; adding plugins; identifying objective of website & building websites using content management system (CMS).

Suggested Readings:

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*, Cincinatti, Ohio, Boot Camp Digital
3. Kotler, P., Kartajaya, H., Setiawan, I., *Marketing 4.0: Moving from Traditional to Digital*, Wiley
4. 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
6. Bhatia, P., *Fundamentals of Digital Marketing (2nd Edition)*, Pearson
7. Swaminathan, T. N., Kumar, K., *Digital Marketing: From Fundamentals to Future*, Cengage Learning
8. Gupta, S., *Digital Marketing*, McGraw Hill

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 311B
Subject: SEO and SEM Strategies
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: Search Engine Marketing (SEM) is a cost-effective way of generating highly relevant leads for business. The best thing about SEM is that it offers contextual targeting, which helps one to target audience based on their interests, location, demographics, time and so on. This course also provides inputs on how SEM campaign is a CPC (Cost-per-click) advertisement model unlike SEO, it starts immediately and advertiser starts getting results immediately on start of the campaign. Therefore, a solid understanding of search engine marketing is vital to a successful digital marketing campaign. This course provides inputs on promoting websites on Google, the search landscape and how to spot trends in search, understanding of PPC campaigns, performance tracking, deciphering user psychology and building alluring landing pages.

Course Contents

Unit-I: Search Engine Optimization: Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Features of SEO, Significance of SEO; models used in Digital Marketing; the five-stage model, Inverted Pyramid in SEOs, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective.

Unit-II: Keyword Research and Usage: Importance of keywords; types of keywords; keyword selection; keyword planner tools; competitor keyword research; effective keywords use for SEO; Google search tips and hacks.

Unit-III: On Page, Off Page & Technical SEO: On-page or on-site SEO; benefits of on-page SEO; on page SEO methodologies; off-page SEO; Page Quality Rating; benefits of off-page SEO; on-page SEO methodologies; Link building techniques; Technical SEO tools like Google Page Speed Insight, Screaming Frog; Mobile SEO; SEO Audit.

Unit-IV: Introduction to SEM: Search Engine Marketing (SEM), Understanding Google Search, Comparison between SEO and SEM, Terminologies associated to SEM, Search Engine Results Page (SERP), Organic Reach, Google Search Network (GSN), Google Display Network (GDN). Understanding Web and Mobile Marketing perspective.

Unit-V: Google Ads: Introduction to Google Ad; Pay-per-click (PPC) Advertising; types of campaigns; setting up Ad campaigns; ad formats and extensions; Google Ads tools; analyzing Google Ad campaigns; SEM Optimization Strategies; Google Ads Account Audit.

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Suggested Readings:

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
6. Kennedy, A.F., *Global Search Engine Marketing*, Pearson
7. Ramos, A., Cota, S., *Search Engine Marketing*, McGraw Hill
8. Das, S., *Search Engine Optimization and Marketing: A Recipe for Success in Digital Marketing*, Chapman & Hall/ CRC

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 311C
Subject: Content Marketing Strategies
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: This course provides the key concept to the students about the content marketers and different strategies relating to content marketing. Students will learn how to use photos, words, audio, and video to create an effective promotional campaign for their product or services in online. This course will walk students through the what, why and how of content marketing and how to begin to define a marketing strategy.

Course Contents

Unit-I: Introduction to Content Marketing: Definition, history, evolution, objectives, importance, role of content marketing in businesses; challenges and opportunities.

Unit-II: Tools of Content Marketing: Blogs, branch guide/folder, social media, Case study, Webinars, Video publications, articles, Newsletters, Mobile Apps, Info-graphic, e-book, Whitepapers, podcasts, audio publications, websites and E-mails. Merits and challenges in using these tools. Content marketing and online marketing, influencer marketing.

Unit-III: Content Marketing Strategy: Definition, objectives, strategic plan; analysis of business and understanding customers. Content marketing mix, timelines, budget and optimizing and content; role of SEO in content marketing.

Unit-IV: Content Management: Definition, Phases, CMS, distribution of content; strategies in content distribution - guest blogging, repurposing and republishing. Importance of content Management. Metrices to monitor content.

Unit-V: Measuring & Analyzing Content: The importance of analysis; identifying successes and failures; tracking decisions; tracking, measuring and managing the data; concept of ROI; tools for success in content analysis.

Unit-VI: Cases in content marketing: Content Strategies used in sectors like Automobile, Services, FMCG, Pharmaceuticals, Airline, Future Trends in Content Marketing.

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Suggested Readings:

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. 4. Schaefer, M.W., *The Content Code: Six essential strategies to ignite your content, your marketing, and your business*, Independently Published
5. Sharma, P., *The One-Page Content Marketing Blueprint: Step by Step Guide to Launch a Winning Content Marketing Strategy in 90 Days or Less and Double Your Inbound Traffic, Leads, and Sales*, Axeman Publishing
6. Ramos, A., *The Big Book of Content Marketing*, andreas.com
7. Chapman, C.C., Handley, A., *Content Rules: How to Create Killer Blogs, Podcasts, Videos, E-books, Webinars (and More) That Engage Customers and Ignite Your Business: 13 (New Rules Social Media Series)*, Wiley
8. Schaefer, M.W., *The Content Code: Six essential strategies to ignite your content, your marketing, and your business*

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 311D
Subject: Cyber Security in Digital Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: Objective of the course is to give a basic perspective of cyber security in digital marketing and its fundamental aspects. This will form foundation to study different functional areas of cyber security and to provide the students with the conceptual framework and the theories underlying cyber security in digital marketing.

Course Contents

Unit-I: Introduction to cyberspace: Definition and meaning of cyberspace, usage in several context – informational in the form of blogs or transactional in the form of websites (most likely E-commerce platforms) or social media like Facebook, Instagram, LinkedIn, Twitter, etc.

Unit-II: Technological infrastructure for digital presence: Evolution of internet; intranet vs extranet; basic network architecture and the layered model, internet architecture, network hardware and software considerations; key terminologies- packet switching, routing algorithm, protocol like TCP/ IP, HTTP, SMTP, FTP, etc. Meaning and concept of E-commerce; Different types of E-commerce business models; registration of domain name; understanding DNS, URLs, ISP, HTML, etc.; Internet payment methods- 4C payment methods, ACID and ICES test, payment gateway, SET protocol for card payment, EFT and ACH.

Unit-III: Security environment in cyberspace: Dimensions of security; Importance and challenges in Cyber Security; Cyber threats; Cyber warfare; CIA Triad; Cyber Terrorism; Cyber Security of Critical Infrastructure; Cyber security; Organizational Implications; Types of Hackers; Hackers and Crackers; Cyber-Attacks and Vulnerabilities; Malware threats; Sniffing; Gaining Access; Escalating Privileges; Executing Applications; Hiding Files; Covering; Tracks; Worms; Trojans; Viruses; Backdoors

Unit-IV: Basic cryptography and Cyber Forensics: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL; Introduction to Cyber Forensics; Computer Equipment and associated storage media; Role of forensics Investigator; Forensics Investigation Process - Collecting Network based Evidence; Writing Computer Forensics Reports; Auditing; Plan an audit against a set of audit criteria; Information Security Management System.

Unit-V: Cyber Ethics and Laws: Introduction to Cyber laws; E-Commerce and E-Governance; Certifying Authority and Controller; Offences under IT Act; Computer Offences and its penalty under IT Act 2000; Intellectual Property Rights in Cyberspace.

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Suggested Readings:

1. Donaldson, S.E., *Enterprise Cybersecurity Study Guide: How to Build a Successful Cyber defense Program Against Advanced Threats*, Apress
2. Godbole, N., Belapure, S., *Cyber Security*, Wiley
3. Jain, N., Menon, R., *Cyber Security and Cyber Laws*, Wiley
4. Wittkop, J., *The Cybersecurity Playbook for Modern Enterprises: An end-to-end guide to preventing data breaches and cyber-attacks*, Packt Publishing Limited
5. Grimes, R.A., Ross, J.T., *Hacking the Hacker: Learn from the Experts Who Take Down Hackers*
6. Harper, A., Regalado, D., Linn, R., Sims, S., Spasojevic, B., Martinez, L., Baucom, M., Harris, S., Eagle, C., *Gray Hat Hacking: The Ethical Hacker's Handbook (5th Edition)*, McGraw Hill
7. Rittinghouse, J.W., *Cyber Security Operations Handbook*, Elsevier India
8. Laudon, K.C., Traver, C.G., *E-Commerce 2017 (13th Edition)*, Pearson

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Specialization: Logistics and Supply Chain Management

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA –312A
Subject: Fundamentals of Materials Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: On successful completion of the Course, the student would be acquainted to the basic nuances of Materials Management encompassing core functions of Purchasing and Stores management.

Course Contents

Unit-I: Introduction to Materials Management: Introduction, Scope of Materials Management, Importance of Materials Management, Scope of Profitability through MM,

Unit-II: Objectives of Materials Management: Primary and Secondary Objectives of MM, Integrated Materials Management: Relation with Other Functions, Materials Management to Supply Chain Management-The Transition.

Unit-III: Introduction to Purchasing Management: Overview, Purchasing Organizations, Purchasing Cycle and Contracts / Purchase Orders, Lead Time.

Unit-IV: Vendor/Supplier Management: Vendor Analysis & Management, Negotiations, Scope of Cost Reduction in Purchasing, Make or Buy, Purchasing Productivity.

Unit-V: Introduction to Stores Management: Materials Identification: Classifying Materials, Codification of Materials, Standardization, Stores Management: Different Types of Stores

Unit-VI: Stores Procedures: Stores Issues and Receipts: Procedures, Forms, Policies in Stores Transactions: Stores Accounting,

Unit-VII: Stores Organization: Stores Organization, General Duties and Responsibilities of Stores

Unit-VIII: Preservation and Storage Techniques: Materials Safety and Security, Store Layout and Design, Preservation of Materials in Storage; Stores Productivity

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Suggested Readings:

1. Datta, A. K, *Materials Management: Procedures, Text &Cases*, PHI.
2. Menon, K. S., *Purchasing and Inventory Management*, Shroff.
3. Menon, K. S., *Stores Management*, Laxmi Publications.
4. Bhattacharya, S. C. *Modern Concepts of Materials Management*, Kolkata Jharna Bhattacharya.
5. Chitale. (2014). *Materials Management a Supply Chain Perspective: Text and Cases*. Prentice Hall India Learning Private Limited.
6. Arnold, J. R. *Introduction to materials management*. Pearson Education India.

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA - 312B
Subject: Transport Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: On successful completion of the course, students would be able to appreciate the principles and practices of Transportation and its role in Distribution and Business at large. Students would get familiar with areas pertaining to carrier services, freight classifications, tariffs etc. enabling him or her to address logistical problems with confidence

Course Contents:

Unit-I: Introduction to Transportation: Role and Strategic Objectives of Transportation in SCM

Unit-II: Transportation Costs: Elements of Transportation Cost

Unit-III: Types of Modes: Characteristics and Salient Features of Modes of Transportation

Unit-IV: International Trade: Intermodal Transportation in International Operations

Unit-V: Mode and Carrier: Factors Influencing Mode and Carrier Selection Decision

Unit-VI: Other Factors Impacting Transportation Decision**:** Rate and Pricing Factors in Transportation Decision

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Unit-VII: India's Transportation Network: Advantages and Bottlenecks in India's Transportation Network

Unit-VIII: 3PL and 4PL: Emergence, Scope and Basics of 3PL and 4 PL

Suggested Readings:

1. Agarwal, D. K., *Textbook of Logistics and Supply Chain Management*, Macmillan
2. Bloomberg, LeMay, Hanna; *Logistics*, Prentice Hall of India
3. Bowersox et al., *Supply Chain Logistics of Management*, TATA McGraw Hill,
4. Coyle, Novack, Gibson**,** *Transportation A Global Supply Chain Perspective***,** South-Western College Publishing
5. Sarder, MD, *Logistics Transportation Systems*, Elseiver

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA - 312C
Subject: Inventory and Stores Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: On completion, student would be able to understand the importance of inventory and its management. Further, students would be equipped with appropriate knowledge and skills of basic stores operations encompassing storage and preservation techniques of key materials.

Course Contents

Unit-I: Introduction to Inventory and Inventory Management: Importance, Scope of Inventory Control, Types of Inventories, Work in Process Inventories, Finished Goods Inventories, Spare Parts Inventories, Costs Associated with Inventory, Inventory Control,

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

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Unit-III: Introduction to Stores Management: Materials Identification: Classifying Materials, Codification of Materials, Standardization: Simplification and Variety Reduction of Materials, Stores Management: Different Types of Stores,

Unit-IV: Stores Procedures: Stores Issues and Receipts: Procedures, Forms, Policies in Stores Transactions: Stores Accounting,

Unit-V: Preservation and Storage Techniques: Materials Safety and Security, Store Layout and Design, Preservation of Materials in Storage;

Unit-VI: Introduction to Material Handling: Introduction to Material Handling Principles and Practices, Material Handling Equipment,

Unit-VII: Stores Organization: Stores Organization, General Duties and Responsibilities of Stores Management, Stores Productivity

Unit-VIII: Surplus, Obsolete and Scrap Management: Surplus, Obsolescence and Scrap Management; Basics of Protective Packaging;

Suggested Readings:

1. Datta, A. K, *Materials Management: Procedures, Text &Cases*, PHI
2. Menon, K. S., *Purchasing and Inventory Management*, Shroff,
3. Menon, K. S., *Stores Management*, Laxmi Publications,
4. Bhattacharya, SC, *Modern Concepts of Materials Management*, Jharna Bhattacharya
5. Waters, Donald; *Inventory Control and Management, 2nd Edition*, Wiley India, 2008

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA - 312D
Subject: Logistics and Supply Chain Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: By the end of the course, students would be introduced to the basic dynamics of supply chain management and its role in modern business. Students would further gain insights into core and advanced SCM concepts including its supplier and customer interfaces, SCM Audit, JIT and Reverse Logistics.

Course Content

Unit-I: Backdrop**:** 1991**:** Globalization and Its impact on Supply Chains and Its Management. Covid19: Impact of Covid 19 on Supply Chain and Its Management.

Unit-II: Supply Chains: Concept, Framework and Modelling, Relationships, Drivers, Implementation and Changing Paradigm, Supply Chain Flows: Material, Information and Cash. Supply Chains in the new normal.

Unit-III: Challenges and Hazards in Managing Supply Chains: Bullwhip Effect, Shortage Gaming, Dealer and Data Management.

Unit-IV: Creating Value through Supplier Relationships: CRM-SCM Interface.

Unit-V: Contracts and E-Contracts Management; JIT& TQM-SCM Interface: Contracts and E Contracts: Importance and Trends. JIT & TQM: Concept, Scope and Challenges -Indian Context. Scope of JIT in post Covid 19 scenario /new normal.

Unit-VI: E-Procurement and E-Commerce Applications: Scope, Applications and Challenges.

Unit-VII: Bar Coding, RFID and other Tracking Mechanisms: Applications and Challenges.

Unit-VIII: Reverse Logistics and Supply Chain/Logistics Audit: Reverse Logistics: Scope, Applications, CSR and Challenges. Supply Chain/Logistics Audit: Scope, Applications

Suggested Readings:

1. Agarwal, D. K., *Textbook of Logistics and Supply Chain Management*, Laxmi Publications
2. Bloomberg, LeMay, Hanna; *Logistics*, Prentice Hall of India
3. Bowersox et al., *Supply Chain Logistics of Management*, TATA McGraw Hill

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4. Raghuram G & Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Laxmi Publications
5. Divakaran, Prakash Achari, *Supply Chain Management*, Horizon

Specialization: Systems

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 313A
Subject: Cloud Computing for Business
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: This course gives students an insight into the basics of cloud computing along with virtualization, cloud computing is one of the fastest growing domains from a while now. It will provide the students basic understanding about cloud and virtualization along with it how one can migrate over it.

Course Contents:

Unit-I: Cloud Computing Overview: Origins of Cloud computing – Cloud components - Essential characteristics – On-demand self-service, Broad network access, Location independent resource pooling, Rapid elasticity, measured service, Comparing cloud providers with traditional IT service providers, Roots of cloud computing.

Unit-II: Cloud Insights: Architectural influences – High-performance computing, Utility and Enterprise grid computing, Cloud scenarios – Benefits: Scalability, simplicity, vendors, security, Limitations – Sensitive information - Application development- security level of third party - security benefits, Regularity issues: Government policies.

Unit-III: Cloud Architecture- Layers and Models: Layers in cloud architecture, Software as a Service (SaaS), features of SaaS and benefits, Platform as a Service (PaaS), features of PaaS and benefits, Infrastructure as a Service (IaaS), features of IaaSand benefits, Service providers, challenges and risks in cloud adoption. Cloud deployment model: Public clouds – Private clouds – Community clouds - Hybrid clouds -Advantages of Cloud computing.

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Unit-IV: Cloud Simulators- Cloud Sim and Green Cloud: Introduction to Simulator, understanding Cloud Sim simulator, Cloud Sim Architecture (User code, Cloud Sim, Grid Sim, Sim Java) Understanding Working platform for Cloud Sim, Introduction to Green Cloud

Unit-V: Introduction to Virtualization: Virtualization and cloud computing - Need of virtualization – cost, administration, fast deployment, reduce infrastructure cost – limitations - hardware virtualization, Software virtualization.

Unit-VI: Introduction to VMWare Simulator: Basics of VMWare, advantages of VMware virtualization, using VMware workstation, creating virtual machines-understanding virtual machines, create a new virtual machine on local host, cloning virtual machines, virtualize a physical machine, starting and stopping a virtual machine.

Unit-VII: Migrating into a Cloud

Introduction, Challenges while migrating to Cloud, Broad approaches to migrating into the cloud- why migrate -deciding on cloud migration, the Seven-step model of migration into a cloud, Migration Risks and Mitigation, Enterprise cloud computing paradigm, relevant Deployment Models for Enterprise Cloud Computing.

Suggested Readings:

1. Anthony T.Velte , Toby J. Velte Robert Elsenpeter, *Cloud computing a practical approach*, TATA McGraw- Hill , New Delhi.
2. Michael Miller**;** *Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online*. Pearson
3. Judith Hurwitz, Robin Bloor, Marcia Kaufman, Fern Halper; *Cloud computing for dummies* Wiley Publishing
4. Edited by Rajkumar Buyya, James Broberg, Andrzej Goscinski, *Cloud Computing (Principles and Paradigms*), John Wiley & Sons.
5. Joe Weinman.; *Cloud on omics: The Business Value of Cloud Computing*, Wiley& Sons.

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VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 313B
Subject: Enterprise Resource Planning
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology. This course will introduce you to enterprise systems and show how organizations use enterprise systems to run their operations more efficiently and effectively. The course will examine typical Enterprise Systems modules.

Unit-I: Enterprise Resources Planning: Evolution of ERP-MRP and MRP II – problems of system islands, need for system integration and interface, early ERP Packages, ERP products and Markets. Security and privacy issues, technologies for E- Business,

Unit-II: Opportunities and problems in ERP selection and implementation: ERP implementation, identifying ERP benefits team formation, Consultant intervention, Selection ERP, Process of ERP implementation, managing changes in IT organization Preparing IT infrastructure, Measuring benefits of ERP.

Unit-III: Integrating with other systems: Post ERP, Modules in ERP, Business Modules of ERP Package, Reengineering Concepts. The emergence of reengineering concept- concept of business process, rethinking of processes, identification of re-engineering need, preparing for re-engineering.

Unit-IV: Implementing change, change management, BPR & ERP, Supply Chain Management: The concept of value chain differentiation between ERP and SCM, SCM for customer focus, need and specificity of SCM-SCM scenario in India, products and markets issues in selection and implementation of SCM solutions, CRM solution.

Unit-V: ERP Implementation Lifecycle: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode).

Unit-VI: Future Directions in ERP and Other Related Technologies of SCM: New Markets; New Channels; Faster Implementation Methodologies; E-Procurement; E-Logistics; Internet Auctions; E-markets; Electronic Business Process Optimization; Business Objects in SCM.

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Unit-VII: E-Business: Introduction to 1.Net technologies, Evolution of E-Commerce, EDI and E Business, Business opportunities, Basic and advanced business models on internet, internet banking and related technologies.

Suggested Readings:

1. Garg &Venkitakrishna: *Enterprise Resource Planning- Concept & Practice,* PHI
2. Altekar: *Enterprise wide Resource Planning theory& practice,* PHI
3. Nick Obolensky: *Practical Business Re-engineering*, Kogan Page
4. Simha R. Magal, Jeffrey Word: *Integrated Business Processes with ERP Systems*, O'Reilly
5. Ian Kimbel, Andreas Vogel: *My SAP ERP for Dummies*, Wiley
6. Donald Sheldon: *Class A ERP Implementation Integrating Lean and Six Sigma*, Ross Publishing

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 313C
Subject: Decision Science and Software Engineering

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

Course Objective: Decision Science and Software Engineering comprises the core principles consistent in software construction and maintenance: fundamental software processes and life-cycles, mathematical foundations of software engineering, requirements analysis, software engineering methodologies and standard notations, principles of software architecture and re-use, software quality frameworks and validation, software development, and maintenance environments and tools.

Course Contents

Unit-I: Introduction: Definitions, Characteristics of Software - Software Engineering vs other engineering disciplines – Software Myths – Software Life Cycle Models – Selection of Software Process models.

Unit-II: Requirement analysis: Prototyping – Specification – Analysis modeling.

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Unit-III: Software design: Software design – Abstraction – Modularity – Software architecture – Effective modular design – Cohesion and Coupling – Architectural design and procedural design – Dataflow oriented design.

Unit-IV: User interface design: User Interface design – Human factors – Human computer interaction – Human – Computer interface design – Interface design – Interface standards. Programming languages and coding – Language classes – Code documentation – Code efficiency – Software configuration management.

Unit-V: Programming standards: Need for structured programming – Coding standards – Maintainability of programs.

Unit-VI: Coding: Structured Programming: Information hiding - documentation verification.

Unit-VII: Testing techniques: Software testing – Path testing – Control structures testing – Black Box testing – Unit, Integration, Validation and system testing – Software Maintenance - TQM principals- Quality control tools (Q7and M7) - Product Development Life cycle – Structured development methodology.

Unit-VIII: Project Cost & Time Management: Project Schedule - Activity Duration Estimation - Gantt Charts -Critical Path Method – PERT - Cost Control - Estimation Techniques.

Unit-IX: Trends in software engineering: Reverse Engineering and Re-engineering – wrappers – Case Study of CASE tools.

Suggested Readings:

1. Pressman, Roger S.: *Software Engineering – A Practitioner's Approach*, McGraw Hill 8th Edition2018
2. Sommerville, I.: *Software Engineering*, Pearson Education India, New Delhi 9th Edition 2016
3. Fleeger, P.: *Software Engineering*, Pearson Education India, New Delhi 4th Edition 2011
4. Carlo Ghezzi, Mehdi Jazayari and Dino Mandrioli: *Fundamentals of Software Engineering*, Prentice Hall of India, New Delhi

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5. Richard Helm, Erich Gamma Ralph Johnson, John Vlissides, and Grady Booch: Design Patterns: Elements of Reusable Object-Oriented Software, Pearson Education India, New Delhi

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 313D
Subject: Structured Systems Analysis and Designing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: Focuses on application of information technologies (IT) to system life cycle methodology, systems analysis, systems design, and system implementation practices. Covers methodologies related to identification of information requirements, feasibility in the areas of economic and technical requirements, all related issues are included in course content.

Course Contents:

Unit-I: Basic Concepts: Business system concept – SDLC - Business process re-engineering concept – Problem Solving: Finding the problem – Evaluating the proposal – Economic feasibility.

Unit-II: 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.

Unit-III: Design: File design – Input-Output Design - Module Specification - User Interface Design

Unit-IV: Object Modelling: Classes & Objects - Object structure & features - Concept of object-orient approach - Object representation methods - Object Status - State Diagram

Unit-V: 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.

Unit-VI: Hardware & Software Specification: Selection of Software (OS, Languages, PSuggested Readings & Acceptance criteria) - Selection of Hardware (Memory process, peripherals, etc.).

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Unit-VII: 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.

Unit-VIII: 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.

Suggested Readings:

1. Jalote, Pankaj: An *Integrated Approach to Software Engineering*, Narosa Publishing
2. Pressman, *Software Engineering,* McGraw Hill
3. Mall, Rajib: *Fundamentals of Software Engineering,* PHI
4. Igor Hawrysz Kiewyes: *Introduction to System Analysis & Design,* PHI
5. Booch, Grody: *Object-Oriented Analysis & Design MethodsThe Addison-Wesley;3rd Edition 2012*
6. Alex Xu: *System Design Interview; Byte Code* LLC
7. Joseph Valacich and Joey George: *Modern Systems Analysis and Design,* Pearson

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Specialization: Media Management

Vidyasagar University

MBA: THIRD SEMESTER

Paper Code: MBA – 314A

Subject : Organization and Management of Media

Full Marks: 100 No. of classes: 40 Hours Credit : 4

Course Objective: The course objective is to provide students with an insight into the management practices and policies of media organizations and understand the patterns of ownership in media organizations. Also, to enable students to manage overall functioning and coordination activity in a media organization.

Course Contents:

Unit-I: Principles of Management and their Significance, Functions of Management, Planning and Coordination, Ownership Patterns of Mass Media in India; Private Ltd. &Public Ltd., Media as a Business and Social Institution; Global Media Scenario; Issues of Monopolies, Conglomerates, Vertical and Horizontal Integration.

Unit-II: Introduction to Print Media; Concept, Hierarchy and Functions,

Changing Role of Editorial Staff and other Media Persons, Editorial Response System and Reporting, Managing Advertising.

Unit-III: Circulation and Marketing of Newspaper, Factors affecting Newspaper Circulation, Managing News Agencies

Unit-IV: Introduction to Radio, Doordarshan, Satellite and Cable Televisionin India and private broadcasting system in India.

Unit-V: Cinema Industry; Functions of various Departments, Recruitment and Service conditions, Planning and execution of program.

Unit-VI: Introduction to New Media Platforms; Facebook, Twitter and Instagram,

Managing Social Media Accounts and Brand Building through social media Promotional Activities, Digital Rights Management, Content Regulation of Social Media Marketing Strategies

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Unit-VII: Introduction to Advertising; Concept, Nature, Functioning and Scope, Advertisement Planning and execution;

Unit-VIII: Role of Studio Manager, Media Mix, Media Buying and Brand Placement, Different Account Handling and Campaign Management

Suggested Readings:

1. Barton, R.: *Handbook of Advertising Management*, US: McGraw Hill Pub.
2. Chiranjeev, A.: *Electronic Media Management*, Authors Press.
3. Dibankar, P., & Biswaroy B.K.: *Media Management in India*, Kanishka Publishing House.
4. Herman, E. S., & McChesney, R. W. *The global media: The New Missionaries of Corporate Capitalism*. Continuum International Publishing Group Ltd.
5. Swami.S.K.: *Media organisation and management*, Cyber Tech Publications.

Vidyasagar University

MBA: THIRD SEMESTER

Paper Code: MBA – 314B

Subject : Media Business Structure and Strategies

Full Marks: 100 No. of classes: 40 Hours Credit : 4

Course Objective: This course provides students with unique learning opportunities to gain insight into various management functions within the Media industry and to develop an understanding about the evolution, characteristics and Production techniques of different Media.

Course Contents:

Unit-I: Print Media**:** Evolution of Print Media in India, Indian freedom revolution and Indian Press,

Unit-II: Print Media and business, Print Media Production Process

Unit-III: Radio industries- Origin and development of Radio, Private and Public Radio in India, Community Radio, Radio Production Techniques, Radio Studio Management.

Unit-IV: Television Industries Origin of Private TV channel in India, Cable Television Network in India,

Unit-V: Public and Private News Channel System, TV Studio management

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Unit-VI: Indian Traditional Media: Introduction to Indian Folk Media, Various Forms of Folk Media, Impact and Effect of Folk Media, Folk Media as Business Prospective.

Unit-VII: Film Productions and Business**:** Brief History of Indian Cinema, Parallel and Commercial Cinema in India, Documentaries, Feature and short Films,

Unit-VIII: Web Based Production, Web series, Challenges of Entertainment and Media Business.

Suggested Readings:

1. Kumar, Keval J, *Mass Communication in India*, Jaico Publication.
2. Begleiter, Marcie. *From Word To Image, Storyboarding and the Filmmaking Process*, Michael Wiese Productions.
3. Hodgson F. W. *Modern Newspapers practice*, Heinemann London.
4. Ninan,Shevanthi : *"Headlines From The Heartland: Reinventing The Hindi Public Sphere"* Sage Publication .

Vidyasagar University

MBA: THIRD SEMESTER

Paper Code: MBA – 314C

Subject: Media Business Planning

Full Marks: 100 No. of classes: 40 Hours Credit: 4

Course objective: The course objective is to make the students aware about how Economics and Media Planning are related with each other, integrate the basic concepts of economics to analyze and make optimal Media business decisions and also to analyze and evaluate the efficiency and effectiveness of media type based on cost, revenue, and performance to match a client's objective with media choices to reach a target audience

Course Contents:

Unit-I: Meaning, Nature and Scope of Business Economics, Micro and

Macro Economics, Demand and Supply- Meaning Schedule, Law of Demand and Supply, Change, Elasticity of Demand and Supply

Unit-II: Theory of Costs- Basic Concepts, Types of Cost, Relationship between Average and Marginal Cost Curve, Basic Concepts of Revenue, Revenue Curves, Types of Revenue, Concept

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of Market and Main Forms of Market, Price and Output under Determination Perfect Competition, Monopoly, Monopolistic Competition

Unit-III: Meaning and Features of media, Media Planning and need of Business Economics in Media Industry., Factors Influencing Media Planning, Media Planning Terminology.

Unit-IV: Media Planning Elements, Role of Media in Business, Media Planning Process, Component of a Media Plan, Challenges of Media Planning with respect to business economics (Cost, Revenue, Market condition), ADMAR Satellite Cable Network, Study, Reach and Coverage Study, TRP and GRP

Unit-V: Media Mix & Media Strategy**:** Meaning, Need, Factors, Types, Class of Media Mix, Deciding Ideal Media Mix

Print Media - Meaning, Factors Affecting, Types, The Economics of Publishing Business.

Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations

Radio- Meaning & Factors, Radio Costs & Revenues Accounting Norms & Valuation, Concept Out of Home (OOH).

Unit-VI: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components, Steps in Formulating Media Strategies

Unit-VII: Meaning and Concept of Advertising, India's major Media and Advertising Houses Meaning, Importance, Concept and Factors of Media Budget, Methods of Setting Media Budget (ROI based Approach, BEP Analysis, Advertising Sale), Meaning, Role, Objectives and Process of Media Buying, Role of Media Buyer, Meaning and Importance of Media Scheduling, Factors affecting Media Scheduling, Scheduling Patterns (Continuity, Pulsing, Fighting)

Unit-VIII: Meaning, Importance, Nature and History of New Media, Foundation of New Media, New Media Vs Traditional Media, (in Terms of TV, Radio, Print) Internet Market-Online streaming (music and Video), Podcast Cost, Revenue (hits and bounce rate), Online Advertising Cost, Revenue, social media and Its Impact, Digital Advertising.

Suggested Readings:

1. Chaturvedi D.D.: *Macro Economics, Analysis and Policy*; Galgotia Publishing Company
2. Herrick Dennis .F., *Media Management in Age of Giants*, Surjeet Publications
3. Bhatia H. L. *Micro Economic Theory*; Modern Publisher Delhi
4. KohliVanita, *Indian Media Business*, Sage Publication, New Delhi
5. Menon Arpita: *Media Planning and Buying*, Tata McGraw Hill Education Private Limited

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Vidyasagar University

MBA: THIRD SEMESTER

Paper Code: MBA – 314D

Subject: Integrated Marketing Communication for Media

Full Marks: 100 No. of classes: 40 Hours Credit: 4

Course objective: The course objective is to introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy and to provide an understanding of integrated marketing communications (IMC) and its influences on other marketing function and other promotional activities.

Course Contents

Unit-I: Integrated Marketing Communication**:** Meaning, Features, Evolution of IMC, Reasons for Growth of IMC Communication Process, IMC plan & its component, Importance of IMC plan with respect to Information technology, Promotional Tools for IMC, IMC planning process,

Unit-II: Role of IMC in Marketing Decision, Establishing Objectives and Budgeting: Promotional Objectives, Sales vs. Communication Objectives, DAGMAR

Unit-III: Elements of IMC**:** Sales promotion – Scope, role of Sales Promotion as IMC tool, Types of Sales Promotion, Public Relations and Publicity – Introduction, Role of PR in IMC, Publicity, Sponsorship – definition, Essentials, event & cause

Sponsorship,

Unit-IV: Advertising – Features, Role, Types of Advertising in IMC, Advantages and Disadvantages

Unit-V: Types of Media used for advertising, Categories of Adoption and Innovation. Application of Advertising Campaigns, Brand Positioning through Advertising, Application of Print Advertisement, Television Advertising, Legal and Ethical Aspects of Advertising, Advertising Agencies, Agency Selection Criteria

Unit-VI: Advertising Budget and Measuring Effectiveness**,** Methods of advertising Budgeting. Advertising Policy and Approaches. Measuring Effectiveness of Advertisement & Promotional program and evaluating social, Ethical, and Economics Aspects.

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Unit-VII: Advertising Research – What, When, Where and How, Testing Process Ethics in Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences.

Unit-VIII: Designing Ad Layout, Format, Balance, Stages Basics of Ad Copy Writing - Scripting for Radio & Television, Generating Innovative Ideas for Scripting, Unique Needs in Writing for Radio, Direct Mail, Outdoor & Outdoor Transit Media, Point of Purchase.

Suggested Readings:

1. Aakar , Batra and Myers: *Advertising Management* , PHI
2. Blown & Bach,: *Integrated Marketing Communications*, PHI
3. Belch Michae & Purani Keyoor: *Advertising & Promotion- An Integrated Marketing Communications Perspective*, McGraw Hill
4. Chunawalla, S.A.: *Foundations of Advertising: Theory &Practice*, New Delhi, Himalaya Publishing House
5. Kazmi S H and Batra Satish K, *Advertising & Promotions*, Excel

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Specialization: Pharmaceutical Management

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 315A
Subject: Microbiology and Immunology
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: The candidates undertaking this course will gain knowledge about the structure of bacteria; types of microscopes and microscopy; sterilization methods and quality control; disinfection, antibiotics – testing and quality control; alga structure and life-cycle patterns. They will learn about immunity, organs of immunity and cells involved; Types of antigens and properties; immunoglobulin – types; MHC and its significance; hypersensitivity reactions.

Course Contents:

Unit-I: Introduction: Evolution and scope of microbiology; Description of various groups of microorganisms with typical example; Cell cycle and reproduction of bacteria; Bacterial cell structure and components, bacterial growth curve in batch culture

Unit-II: Antibiotics: Antibiotics Classification, Mode of Action, mechanism of resistance, Evaluation–Disc Diffusion; MIC–Broth dilution, agar dilution; MBC; E-test with Quality control for each method.

Unit-III: Immune system: Introduction- immunity-types-innate, acquired. Ontogeny and Physiology of immune system-Primary and Secondary lymphoid organs, lymphoid tissues; Immunoreactive cells- structure and functions-macro phages, granulocytes, NK cells, T and B lymphocytes– origin, development, differentiation, lymphocyte subpopulation in humans.

Unit-IV: Antigens: Antigens and immunogenicity- terminologies and definition- antigen, immunogen, haptens, superantigen, tolerantes, epitope, paratope. Features associated with antigenicity and immunogenicity. Basis of antigen specificity. MHC – types and importance-distribution and function. Antigen processing and presentation to T-lymphocytes.

Unit-V: Immunoglobulins: Immunoglobulin- structure, types, distribution, biological and chemical properties - Theories of anti-body production-its regulation and diversity. Monoclonal and polyclonal antibodies; Complement system – mode of activation- Classical, Alternate and Lectin pathways, biological functions.

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Unit-VI: Immune response: Antigen recognition–TCR, BCR, MHC restriction, lymphocyte activation, clonal proliferation and differentiation. Physiology of acquired immune response – various phases of HI, CMI – cell mediated cytotoxicity, DTH response.

Unit-VII: Hypersensitivity: Hypersensitivity– types and mechanisms, Autoimmunity, Tumor and Transplantation immunology. Immune regulation mechanisms – brief account on immuno-induction, immuno-suppression, immuno-tolerance, immuno-potentiation. Role of cytokines, lymphokines and chemokines.

Suggested Readings:

1. Pelczar, M.J., Chan, E.C.S. and Kreig, N.R.: *Microbiology*, Tata McGraw-Hill,
2. AnantanarayanR., PanickerC.K.,: *Text Book of Microbiology*, University Press,
3. Jain,N.K.: *Pharmaceutical Microbiology*, Vallabh Prakashan
4. Madan,P. L.,: *Biopharmaceutics and Pharmacokinetics*, Jaypee Publisher,
5. Abbas,A., Lichtman, A., Pillai S.: *Cellular and Molecular Immunology*, Elsevier US

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 315B
Subject: Bio-pharmaceutics and Pharmacology
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective: Students will understand the pharmacological actions of different categories of drugs and explain the mechanism of drug action at organ system/sub cellular/ macromolecular levels. They will be able to Appreciate correlation of pharmacology with other bio medical sciences.

Course Contents:

Unit-I: General Pharmacology: a. Introduction to Pharmacology- Definition, historical landmarks and scope of pharmacology, nature and source of drugs, essential drugs concept and routes of drug administration, Agonists, antagonists (competitive and non-competitive), spare receptors, addiction, tolerance, dependence, tachyphylaxis, idiosyncrasy, allergy. b. Pharmacokinetics-

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Membrane transport, absorption, distribution, metabolism and excretion of drugs. Enzyme induction, enzyme inhibition, kinetics of elimination.

Unit-II: Pharmacodynamics: Principles and mechanisms of drug action. Receptor theories and classification of receptors, regulation of receptors; drug receptors interactions signal transduction mechanisms, G-protein–coupled receptors, ion channel receptor, transmembrane enzyme linked receptors, transmembrane JAK-STAT binding receptor and receptors that regulate transcription factors.

Unit-III: Pharmacotherapeutics: Dose response relationship, therapeutic index, combined effects of drugs and factors modifying drug action. b. Adverse drug reactions. c. Drug interactions (pharmacokinetic and pharmacodynamic) d. Drug discovery and clinical evaluation of new drugs -Drug discovery phase, preclinical evaluation phase, clinical trial phase, phases of clinical trials and pharmacovigilance.

Unit-IV: Introduction to Biopharmaceutics: Absorption; Mechanisms of drug absorption through GIT, factors influencing drug absorption though GIT, absorption of drug from Non-per oral extra-vascular routes, Distribution of drugs Tissue permeability of drugs, binding of drugs, apparent, volume of drug distribution, protein binding of drugs, factors affecting protein-drug binding. Kinetics of protein binding, Clinical significance of protein binding of drugs.

Unit-V: Drug Elimination: Renal excretion of drugs, factors affecting renal excretion of drugs, renal clearance, Non-renal routes of drug excretion of drugs.

Unit-VI: Bioavailability and Bioequivalence**:** Objectives of bioavailability studies, absolute and relative bioavailability, measurement of bioavailability, in-vitro drug dissolution models, in-vitro, in-vivo correlations, bioequivalence studies, methods to enhance the bioavailability.

Unit-VII: Pharmacokinetics**:** Introduction to Pharmacokinetics models, Compartment models, Non compartment models, physiological models, One compartment open model.

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Suggested Readings:

1. Tripathi,K. D.: *Essentials of Medical Pharmacology*, Jaypee Brothers Medical Publishers (P) Ltd, New Delhi.
2. Sharma H. L., Sharma K. K.: *Principles of Pharmacology*, Paras Medical Publisher
3. Charles, R. C., Robert E. S.: *Modern Pharmacology with clinical Applications*, Lippincott Williams & Wilkins
4. Ghosh, M. N.: *Fundamentals of Experimental Pharmacology*, Hilton & Company,
5. Kulkarni, S.K.: *Handbook of Experimental Pharmacology*, Vallabh Prakashan
6. Ferro, A.: *A Textbook of Clinical Pharmacology and Therapeutics*, Hodder Arnold
7. Udaykumar, P.: *Medical Pharmacology*, CBS Publisher

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 315C
Subject: Supply Chain Management in Pharmaceutical Industry
FullMarks:100 No. of Classes: 40 Hours4 Credits

Course Objective: The objectives of this course are to understand: Importance and objective of Supply Chain Management, Drivers of Supply Chain Performance – Facilities, Inventory, Transportation, Information, Sourcing and Pricing; Models for facility location and capacity allocation, Drug Procurement Process and Quantifying Drug Requirements. Demand Forecasting in Supply Chain, Aggregate Planning in Supply Chain

Course Contents:

Unit-I: Introduction to Pharma Supply Chain Management: What is Supply Chain?, The Objective of a Supply Chain, The Importance of Supply Chain Decisions, Drivers of Supply Chain Performance – Facilities, Inventory, Transportation, Information, Sourcing and Pricing

Unit-II: Procurement and Distribution Procurement policy in the pharmacy, Efficient transparent management, Selection of Pharmaceuticals, Supplier selection and Quality Assurance, Supply of

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Medicine, financing and competition. Distribution of pharmaceuticals to wards and health facilities, Transporting drugs safely

Unit-III: Quantifying Drug Requirements, Importance of quantification, District Action Planning, Quantification Process, Quantification methods, Details of Consumption Method, Quantification of drugs calculation sheet, VEN and ABC analysis

Unit-IV: Drug Stores Management Procurement information, Stock Records, Flow of Stock and Paper Code work, Inspection for Drug receipts, Discrepancy report, Stock control using FIFO basis, Inventory Tracking, Housekeeping, Disposal of Expired or Damaged Stock

Unit-V: Demand Forecasting in Supply Chain, The Role of Forecasting in a Supply Chain, Characteristics of Forecasts, Components of a Forecast and Forecasting Methods, Time-Series Forecasting Methods, Measures of Forecast Error

Unit-VI: Planning and managing inventories in Supply Chain; The Role of Inventory in a Supply Chain, Material Management, Inventory and EOQ Model Economies of Scale to Exploit Quantity Discounts, ABC and VEN analysis

Unit-VII: Warehouse Management Considerations while constructing a medical store, designing a medical store, Materials Handling equipment, Store layout planning, Cold Chain Management.

Suggested Readings:

1. Hedley,R.,Supply Chain Management - *Delivering Patient Value for Pharmaceuticals and Biologics*, John Wiley &Sons, Inc., USA.
2. Simchi-Levy, D., Kaminsky, P. &Simchi-Levy, E.: *Managing the Supply Chain: The Definitive Guide for the Business Professional*, Tata McGraw-Hill, New Delhi.
3. Cohen, S. &Roussel, J.: *Strategic Supply Chain Management*, McGraw-Hill, USA.
4. Chopra, S., Mendle, P.: *Supply Chain Management - Strategy, Planning, and Operation*, Pearson Education, Inc., USA.
5. Whewell, R.: *Supply Chain in the Pharmaceutical Industry: Strategic Influences and Supply Chain Responses*, Routledge Publisher

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6. Kuglin, A. F.: *Pharmaceutical Supply Chain*, CRC Press
7. Hedley, R.: *Supply Chain Management in the Drug Industry*, Wiley Publisher

VIDYASAGAR UNIVERSITY
MBA: THIRD SEMESTER
Paper Code: MBA- 315D
Subject: Brand Management in Pharmaceutical Industry
FullMarks:100 No. of Classes: 40 Hours4 Credits

Course Objective: The course aims at an understanding of Pharma product and brand management skills and techniques that are commonly applied in industry. The objectives of this course are to understand concept of product and product management, describe different elements of a Pharma product mix, product life cycle and brand Demonstrate understanding of the product planning and pricing, strategy concepts

Course Contents:

Unit-I: Introduction to Product Management: Definition, role of product management and scope of product management, product levels, societal classification of the product by Kotler, classification of Pharma products, market research and its contribution in product development and management

Unit-II: New Product Development, Product Mix and Product lifecycle: Definition of new product, type of new products, product innovation, Roger's diffusion of innovation curve, technology product life cycle management, product portfolio management strategies, product mix and product line strategies, product life cycle concept and its linkage with the pharmaceutical industry

Unit-III: Product Planning and Pricing Strategies: Introduction, objectives of product planning, components of product planning, product portfolio planning, product-line decisions, product mix decisions, pricing, importance of price, objectives of pricing, factors influencing the price determination, pricing policies, pricing methods or determination or the price of pharma product

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Unit-IV: Branding of the Pharma Products: What is a Brand: History, branding elements- brand identity, brand personality, brand communication, Brand Name, Brand Image, Brand Value and Brand Awareness

Unit-V: Brand Equity: Concept of Brand Equity, difference with brand valuation, Five dimensions of Brand Equity, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion, Quality indicators, Promotional-mix, Benefits of building Brand Equity, brand positioning and difference with consumer brands, Branding process, Pharma branding process and strategies, OTC generic and prescription product branding, reinforcing and revitalizing pharmaceutical brands

Unit-VI: Pharma Product Promotion: Defining promotion, promotional strategies, issues in Pharma product promotion, approaches for Pharma product promotion, Product-mix Optimization & Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, BCG Matrix, brand building decisions; leveraging the Promotional-mix for Brand Building.

Unit-VII: Consumer Behaviour in Pharmaceutical Marketing: Scope and importance of CB in pharmaceutical marketing: key influencers of consumer behaviour in pharmaceuticals; motive and its categories; perception and process of selectivity; impact on advertising decisions; Five steps of buyer's decision making process, cognitive dissonance.

Suggested Readings:

1. Majumdar, R.: *Product Management in India*, Prentice Hall India Learning Private Limited
2. Ramaswamy, V.S. and Namakumari, S.: *Marketing Management: Global Perspective Indian Context*, Om Books
3. MacLennan**,** J.: *Brand Planning for the Pharmaceutical Industry*, Routledge Publisher
4. Tull, S.D., Hawkins, I.D.: *Marketing Research - Measurement and Method*, Macmillan USA
5. Keller , K.: *Strategic Brand Management*, Pearson Publication
6. Sengupta, S.: *Brand Positioning*, McGraw Hill Higher Education
7. Kumar, R.: *Managing Indian Brands*, Vikas Publishing

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VIDYASAGAR UNIVERSITY

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DEPARTMENT OF BUSINESS ADMINISTRATION

Revised Structure of the Syllabus w.e.f. 2022-23

MBA SYLLABUS

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

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

Note: Two elective papers are to be chosen as major from the same specialization area as selected in Semester-III and one elective paper to be chosen as minor from the same specialization area as selected in Semester-III.

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 401
Subject: Business Analytics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Business analytics is the practice of iterative, methodical exploration of an organization's data with emphasis on statistical analysis. Business analytics assist organizations in making data-driven decision making. This course will present basic concepts of data analytics techniques as applied to business. It also focuses on learning practical business analysis skills that can be used in the workplace. The course will educate on emerging practices and techniques used to acquire data, analyze, predict and finally solve questions and challenges confronting organizations of all sizes and sectors today.

Course Contents

Unit I: Introduction to Business Analytics: Concept of Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is Data Science, Why Data Science, Applications for Data Science, Data Scientists Roles and Responsibility

Unit II: Data Management: Big Data Management, Organization/Sources of Data, Importance of Data Quality, Dealing with Missing or Incomplete Data, Data Visualization, Data Classification, and Introduction to PLS-SEM

Unit III: Application of Business Analysis: Retail Analytics, Marketing Analytics

Unit IV: Applied Statistics with Applications in Finance: Descriptive Graphical Measures, Descriptive Statistics, Sampling Distributions, Correlation, Regression, Testing of Hypothesis.

Unit V: Time Series with Applications to Finance: Characteristics of Time Financial Data, Correlations, Dependence, Autocorrelation, Co-integration, VAR, VECM, Test of Causality, Volatility Modeling via Conditional Heteroskedastic Models, Multivariate Time Series Models

Unit VI: Introduction to HR Analytics: Evolution of HR Analytics, HR Information Systems and Data Sources, HR Metrics and HR Analytics, Intuition Versus Analytical Thinking, and HR Scorecard

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Unit VII: Human Resource Planning and Forecasting: Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, and Data Base for Manpower Forecasting

Unit VIII: Recruitment and Selection Analytics: Evaluating Reliability and Validity of Selection Models, Finding Out Selection Bias, and Predicting the Performance and Turnover.

Suggested Readings:

1. Ruey S. Tsay, *An Introduction to Analysis of Financial Data with R*, Wiley
2. Ruey S. Tsay, *Analysis of Financial Time Series*, Wiley
3. Fitz-Enz, J., *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, American Management Association
4. Bassi, L., Carpenter, R., and McMurrer, D., *HR Analytics Handbook*, McBassi & Company
5. Prasad, B. V. S., and Sangeetha, K., *HR Metrics: An Introduction*, IUP
6. Bhimasankaram Pochiraju and Sridhar Seshadri, *Essentials of Business Analytics: An Introduction to the Methodology and its Application*, Springer

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 402
Subject: Strategic Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course is so designed that it aims to give an understanding about strategy and strategic management. The relevance of business environment and SWOT analysis will also be clear to the students who would also understand the different options available to business houses to grow and prosper. The relevance of corporate restructuring will be comprehensible to the readers.

Course Contents

Unit I: Introduction: Strategy – Concept, Importance and Relevance, Strategic Hierarchy, Strategic Management- Concept and Importance, Strategic Management - Process – Objective Setting, Strategy Formulation, Strategy Implementation, Strategic Control

Unit II: Business Environment: Concept, External and Internal Environment: Sub-Segments, Relevance for Strategy Making

Unit III: Environmental Scanning: Meaning, Importance, Techniques, Information Sources, Issues Priority Matrix; Environmental Threat Opportunity Profile

Unit IV: Organizational Appraisal: Meaning and Importance; Importance of Resource – VRIO Analysis; Techniques – Benchmarking, Balanced Scorecard, Value Chain Analysis, SWOT Analysis and TOWS Matrix – Meaning and Use

Unit V: Industry Analysis: Meaning and Importance, Porter's Five Forces Model, Relevance for Managers

Unit VI: Strategic Levels: Corporate level strategy: Meaning, Importance, Grand Strategies, Ansoff's Growth Vector, Display Matrices – BCG Matrix and GE Matrix; Business Level Strategy – Meaning, Importance, Porter's Generic Strategies; Functional Level Strategy

Unit VII: Strategic Implementation: Meaning, Comparison with Strategic Formulation, Forward and Backward Linkage, Issues in Implementation

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Unit VIII: Strategic Control: Meaning, Comparison with Operational Control, Types of Strategic Control

Unit IX: Corporate Restructuring: Meaning; Importance; Types; Relevance

Suggested Readings:

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

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 403
Subject: International Business
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

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

Unit I: Introduction: Evolution of International Business, Nature of International Business, Need and Importance of International Business, Theories of International Business – Mercantilism, Absolute Advantage, Comparative Advantage, Tariff and non-Tariff and Barriers

Unit II: Modes of Entering International Business: Country Selection: Political, Economic, Social-Cultural & Technological Environment of International Business, Modes of Entry: Exporting, Licensing, Franchising, Contract Manufacturing, Turnkey Projects, Joint Ventures, Mergers and Acquisitions, Foreign Direct Investment

Unit III: International Economic Institutions: IMF, World Bank, IFC, IDA, and ADB

Unit IV: Globalization: Meaning, Definition and Features of Globalization, Advantages and Disadvantages, Socio–Cultural, Political &Legal and Economic Implications, Globalization and India; GATT and WTO

Unit V: Foreign Trade: Concept, Type, Composition and Direction, EXIM Bank, Function of EXIM Bank, EXIM Policy of India

Unit VI: Exchange Rate Mechanisms: Concept, Exchange Rate Mechanisms and Arrangement, Movements in Foreign Trade and Impact on Trade and Investment Flows, FDI and FPI Impact on Foreign Trade

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Suggested Readings:

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 2022-23)
Paper Code: MBA- 404
Subject: Dissertation
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The purpose of the dissertation is to develop students' ability to apply their business knowledge and skills to address a business problem. Students will develop knowledge of the core business areas and learn how to apply such knowledge effectively in a business environment. Students will be able to write a comprehensive and thorough literature review in order to develop an analytical framework for the research. It gives practical exposure on any emerging managerial area and give opportunity to the students to apply theoretical and practical knowledge to analyse, present the current scenario of the subject under study and provide solutions if any.

Note: It is a common Compulsory Paper for all Specialization Groups. Every student has to prepare a Dissertation Report under the supervision of any internal faculty member. The Dissertation will be evaluated by the external examiner.

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 405
Subject: Grand Viva
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Grand viva is generally held in the last semester. The Grand Viva is conducted in order to assess the overall understanding of the students about the whole syllabus of all the semesters including summer training.

Note: It is a common Compulsory Paper for all Specialization Groups. Grand Viva will be conducted by a Board of Examiners. Board of Examiners will consist of the internal and external examiners from different specialization areas.

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Specialization: Finance

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 406A
Subject: Financial Markets and Services
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The students shall gain clarity on how different financial markets and financial services facilitate the functioning of the financial system and why their existence is important. They will understand the different types and ways of accumulating and investing funds and the existing financial services that ease the access of funds.

Course Contents

Unit I: Introduction to Financial Markets: Markets - Commodity Market and Financial Market, Types of Financial Markets, Interrelation of Financial Markets with Other Components of Financial System, Money Market Instruments, Capital Market Instruments, Structural Framework of Money Market in India, Structural Framework of Capital Market in India, RBI: Monetary and Credit Policy, SEBI: Functions, Depositories Act and Dematerialization, NSDL, Other Central Depository Organizations, NSCCL

Unit II: G-sec, Bond Market and Mutual Fund: Key Players in G-sec Market, Central and State Government Securities, Gilt Funds, Primary Dealers, PSU Bonds, Municipal Bonds, Private Sector Corporate Bonds, Indian Bond Market, Mutual Fund Schemes -Types, NAV and POP, Loads

Unit III: Primary Market: IPO and FPO, Primary Market Intermediaries - Lead Manager, Banker to an Issue, Broker to an Issue, Underwriter, Registrar of an Issue, Pricing of Public Issue, Book Building Process, Price Band, Promoter Contribution and Lock-in Requirement, Book-Building Process and Green-shoe Option

Unit IV: Secondary Market: Role of Stock Exchanges in Security Trading, Stock Exchanges Operating in India, Demutualization of Stock Exchanges, Brokers and Sub-Brokers, Traditional 'Open Outcry' in Trading of Shares, Modern On-Line Trading, Settlement and Clearing, Various Types of

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Margins, Methods of Trading-Cash and Margin Method, Variable Margin Requirement and Maintenance Margin, Bull-Bear Game in Stock Market, Stock Market Indices, Derivatives

Unit V: Introduction to Financial Services: Financial Services – as a Component of the Financial System, Classification

Unit VI: Venture Capital: Theoretical Framework and Features, Stages of Venture Capital Financing, Investment Nurturing / After-care – Different Styles, Objectives and Techniques, Valuation of Venture Capital Portfolio, Indian Venture Capital Scenario – Institutions, Legal Framework and Constraints

Unit VII: Factoring and Forfeiting: Mechanism, Functions of a Factor, Types / Forms of Factoring, Legal Aspects, Factoring vis-à-vis Bills Discounting, Factoring in India, Forfeiting, Factoring vis-à-vis Forfaiting, Forfaiting – the Indian Scenario

Unit VIII: Credit Rating: Importance, Credit Rating Agencies, Rating Methodology and Process, Rating Symbols

Unit IX: Other Financial Services: Lease Financing, Merchant Banking, Housing Finance, Consumer Finance, etc.

Suggested Readings:

1. Pathak, Bharati V., *Indian Financial System*, Pearson Education, New Delhi
2. Khan, M. Y., *Indian Financial System*, Tata McGraw Hill, New Delhi
3. Bhole, L. M. and Mahakud, J., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi
4. Gurusamy, S., *Financial Markets and Institutions*, Tata McGraw Hill, New Delhi
5. Mishkin, F. S. and Eakins, S., *Financial Markets and Institutions*, Pearson Education, New Delhi
6. Siddaiah, T., *Financial Services*, Pearson Education, New Delhi
7. Khan, M. Y., *Financial Services*, McGraw Hill, New Delhi
8. Gurusamy, S., *Financial Services*, Tata McGraw Hill, New Delhi
9. Sasidharan, K. and Mathews, A. K., *Financial Services and System*, Tata McGraw Hill, New Delhi

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 406B
Subject: Strategic Financial Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course explores the uses of strategic financial management in the process of managing a company's finances to achieve its strategic goals. Students will learn how various financial services and markets contribute to the smooth functioning of the financial system and why it is necessary for them to exist. They will also comprehend strategies that employ various financial methods and tools to create a strategic plan. They will comprehend the many forms and techniques for raising funds, making investments, and the current financial services that make it easier to access funds.

Course Contents

Unit I: Financial Policy and Corporate Strategy: Financial Management, Corporate Strategy, Interface of Financial Policy with Corporate Strategic Management, Inter-relationship between Investment, Financing and Dividend Decisions, Impact of Taxation on Corporate Financing, Business Valuation Methods - Dividend Yield Method, Earnings Yield Method, Earnings Ratio Method, ROI Valuation Method, Capital Asset Pricing Model, Dividend Growth Valuation Model

Unit II: Investments Decisions under Risk and Uncertainty: Techniques of Investment Decision, Risk Adjusted Discount Rate, Certainty Equivalent Factor, Sensitivity Analysis and Decision Tree

Unit III: Corporate Restructuring: Meaning, Broad Areas of Restructuring, Techniques for Corporate Restructuring, Expansion Techniques: Mergers, Joint Ventures, Strategic Alliances, Franchising, Intellectual Property Rights, Diversification, Retrenchment Techniques: Sell Off, Demerger (Spin Off), Management Buyout, Liquidation, Other Techniques: Going Private, Share Repurchase, Buy-in Reverse Merger

Unit IV: Mergers and Acquisitions: Types of Amalgamation, 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

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Unit V: Foreign Exchange Risk Management: Foreign Exchange Quotes - Spot, Forward and Cross-currency Rates, Forward Margins, Hedging Risks through Forwards, Futures, Options, Currency Swaps, Purchasing Power Parity Theory, Interest Rate Parity Theory, Nostro Account and Exchange position, Arbitrage Opportunities with Leading and Lagging

Unit VI: Financial Reorganization: Leverage Buy-out: Concept, Stages of Operation, Sources of Value Generation; International Sources of Finance: GDR, ADR, ADS

Unit VII: Strategic Moves for a Start-up: An Introduction of Start-up Finance, Pitch Presentation, Sources of Funding (Initial and at Further Stages), SWOT Analysis and Evaluation of Viability

Suggested Readings:

1. Gupta, J.B., *Strategic Financial Management*, Taxman Publications (P) Ltd., India
2. Allen, D., *An Introduction to Strategic Financial Management*, CIMA/Kogan Page, London
3. Hiro, P., *Strategic Financial Management*, PHI, New Delhi
4. Kumar, R. B., *Strategic Financial Management Casebook*, Elsevier
5. Ness, T., *Strategic Financial Management*, Wilford Press
6. Sridhar, A. N., *Strategic Financial Management*, Shroff Publishers & Distributors Pvt. Limited, India

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 406C
Subject: Financial Analysis and Planning
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course explores the use of financial information for internal planning, analysis, and decision-making. The goal of this course is to provide comprehensive information on financial analysis in areas of planning and control suited to anyone on any level desiring this information for either professional or personal use. The course's main objective is to equip you with the knowledge to understand, evaluate, and act upon the many financial and non-financial reports used in managing modern firms. The focus of this course is on modern internal-reporting systems.

Course Contents

Unit I: Background: Introduction, Steps to Financial Analysis and Planning: Forecasting, Budgeting, Reporting and Analysis, Concept of Financial Statements, Nature of Financial Statements, Objectives of Financial Statements, Limitations of Financial Statements, Financial Statement Analysis, Tools of Financial Statement Analysis

Unit II: Cash Flow and Fund Flow Analysis: Relevance of Cash Flow and Fund Flow Statements, Interpretation of Cash Flows and Net Income, Preparation of Cash Flow Statement and Fund Flow Statements, Reporting of Cash Flows by Activities, Limitations of Cash Flow and Fund Flow Reporting, Additional Disclosures and Adjustments

Unit III: Analysis of Financial Ratios: Financial Ratios and Their Implications, Different Types of Financial Ratios, Calculation and Its Interpretation, Limitations of Ratio Analysis

Unit IV: Emerging Tools for Performance Analysis: Economic Value Added (EVA), Market Value Added (MVA), Balance Scorecard (BSC)

Unit V: Corporate Financial Distress and Bankruptcy: Reasons of Financial Distress and Corporate Bankruptcy, Corporate Sickness- Indian Scenario, Indian and Foreign Studies on Corporate Bankruptcy, Distress Prediction Models, Corporate Governance in Distressed Firms

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Unit VI: Drafting Reports: Presentation of the Analysis, Developing Effective Presentations and Reports, Data Visualizations, Writing of the Reports

Unit VII: Financial Planning and Control: Review of Traditional Planning and Contemporary Strategies, Description, Implementation and Evaluation of Different Measures of Controlling

Suggested Readings:

1. Rao, P. M., *Financial Statement Analysis and Reporting*, PHI, India
2. Ghosh, T. P., *Accounting Standards and Corporate Accounting Practices*, Taxmann, New Delhi
3. Kaveri, V. S., *Financial Ratios as Predictors of Borrowers Health*, Sultan Chand & Sons, New Delhi
4. Alexander, J., *Financial Planning & Analysis and Performance Management*, John Wiley & Sons. Inc
5. Foster, G., *Financial Statement Analysis*, Pearson Education
6. Foulke, R.A.: *Practical Financial Statement Analysis*, McGraw-Hill, New York
7. Lee, A. C., Lee, J. C., Lee, C. F., *Financial Analysis, Planning & Forecasting - Theory and Application*, World Scientific Publishing Co. Pte. Ltd., Singapore
8. Wild, John J., Berstein, L.A., and Subramanyam, K.R., *Financial Statement Analysis*, McGraw-Hill, New York
9. Sinha, G. C., *Financial Statement Analysis*, N. B. Publications, Calcutta

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 406D
Subject: Corporate Tax Planning and Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

At the end of this course, the students will be able to understand the corporate tax laws and its use in the area of tax planning; Computation of corporates' income; and when and how taxes are charged. They will also learn to differentiate between tax avoidance and tax planning and to work out problem based on the corporate tax law prevailing in India. This course will enable students to do research in taxation related area specially goods and service tax, international taxation and corporate tax in India.

Course Contents

Unit I: Assessment of Companies: Tax Management, Tax Planning, Tax Evasion and Tax Avoidance, Residential Status of Companies and Incidence of Tax, Deductions Available Under Chapter VI–A and Section10AA, Setoff and Carry Forward of Losses, Computation of Total Income of Companies**,** Determination of Tax Liability of Companies, Minimum alternative Tax

Unit II: Tax Planning and Financial Management Decisions: Tax Planning on the basis of Location of Business, Capital Structure Decision, Taxation of Dividends, Own or Lease, Make or Buy

Unit III: International Taxation: Transfer Pricing and Its Methods, Practical Areas of Working in Industry, Double Tax Avoidance Agreements, Provisions relating to Advance Tax and Interest on Advance Tax Including Calculation

Unit IV: Introduction to Indirect Taxes: Introduction to Goods and Service Tax I, Levy and Collection of Taxes, Scope of Supply, Charges of GST, Composite and Mixed Supply, Place of Supply of Goods and Service, Time and Value of Supply (Basic Concepts)

Unit V: Indirect Taxes II: Concept of Input Tax, Input Tax Credit, Provision relating to Calculation of Tax Liabilities, Concept of Block Credit, Concept and Procedure of Registration under GST, Payment and Refund of Taxes, Composite Levy, Concept of GSTN and GSTR, Accounts and Books

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Suggested Readings:

1. Dr H. C Mehrotra., Dr S.P Goyal., *Corporate Tax Planning and Management*, Sahitya Bhawan Publication
2. Dr V.K Singhania., Dr Monica Singhania., *Students Guide to Income tax including GST*, Taxmann
3. CA V Rahul Agarwal., *Direct Tax laws and International Taxation*., Taxman
4. Dr Girish Ahuja., Dr Ravi Gupta., *Simplified Approach to Corporate Tax planning and management*., Commercial law publication (India) Pvt. Ltd
5. Dr V.K Singhania., Dr Monica Singhania., *Corporate Tax Planning & Business Tax Procedures*, Taxman
6. Dr Girish Ahuja., Dr Ravi Gupta., *Simplified Approach to GST*., Commercial law publication (India) Pvt. Ltd

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Specialization: Marketing

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 407A
Subject: Strategic Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course integrates knowledge acquired in other subjects in marketing, strategy, and business administration with a view to carry out strategic marketing analysis for making marketing decisions and marketing planning. The student would appreciate the importance of the long-term planning and strategic vision of the company and the role of marketing within that.

Course Contents

Unit I: Marketing Strategy: Need for Strategic Marketing Management (Marketing as a Value Creation Process**)**, Value Exchange (5C-Target Market, Value Proposition), Marketing Tactics (Mix), Business Model (Marketing Strategy, Marketing Tactics)

Unit II: Strategic Analysis: External Analysis – Company, Customer, Competitor, Collaborators, Market, Environment, Uncertainty, Internal Analysis – Financial, Performance, People, Operations, Business Portfolio Analysis (PESTEL, SWOT, TOWS, Five Forces, BCG, Value Chain, Marketing Audits), Creating Value, Capturing Value - Segmentation, Targeting, Differentiation, Positioning (STDP)

Unit III: Creating Competitive Marketing Advantage: Synergy, Opportunism, External and Internal Fit/Consistency, Finding Profit Opportunities, Strategic Alternatives, Leveraging Customer based Resources - Segmentation, Targeting, Positioning (STP) (What Value for Whom), Marketing Mix - Product, Promotion (Value Creating), Pricing (Value Capturing), Distribution, Value Proposition (Customer Value), Business Model (Company Value), Penetration, Product Market Expansion (Collaborator Value), Integration, Diversification, Technology/Digital

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Unit IV: Strategy / Validating Strategy: Analysis of Strategic Alternatives Across PLC – Resource Development for Stages of PLC, Identify Resource Capacity Development, Business Model Analysis, Tactics (Products and Services, Brands, Price, Incentives, Communication, Distribution), Gaining and Defending Market Position, Sale Growth, New Products, Product Lines, Product Testing

Unit V: Implementing Strategy: Identify Marketing Metrics for Measuring Effectiveness of Strategy - Profitability, Related Costs for Market Segments, Products, Customers, Distribution Channels, Customer Satisfaction, Criteria for Validation and Corrective Action Process, Sales Analysis, Balanced Scorecard or Dashboard

Suggested Readings:

1. Aaker, D.A., and Mills, M.K, *Strategic Market Management*, (Pacific Rim Edition): Brisbane, Wiley
2. Best, R., *Market-Based Management*, Pearson
3. Brown L., *Competitive Marketing Strategy*, Nelson ITP
4. Chernev, Alexander, *Strategic Marketing Management*, Cerebellum
5. Doyle, P., *Value-Based Marketing: Marketing Strategies for Corporate Growth and Shareholder Value*, John Wiley & Sons
6. Ferrel, O C., Hartline, Michael D., *Strategic Marketing*, Cengage
7. Jain, S. *Marketing Planning & Strategy*, Thomson
8. Orville Walker, O.C., Mullins, J., Boyd, H., *Marketing Strategy: A Decision Focused* Approach, McGraw-Hill/Irwin
9. Wee Chow Hou et al, Sun Tzu *War & Management*, Addison-Wesley.
10. Kim W. Chan, and Mauborgne Renee A., *Blue Ocean Strategy*, Harvard Business Press

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 407B
Subject: Promotion Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this course is to teach students to understand and apply theories in advertising and promotion management. This course gives students an opportunity to strengthen their knowledge and skills in the field through a profound understanding of the theory and practice of integrated communication strategies. Students will learn how to improve corporate and product image through advertising and promotion activities, and they will develop skills through the preparation of an integrated promotion plan.

Course Contents

Unit I: Introduction: Meaning, Nature and Scope, Basic Role, Processes and Purpose of Promotion Management, Promotional Mix, Integrated Marketing Communication (IMC)

Unit II: Sales Promotion: Concept, Definition, Scope, Objectives of Sales Promotion, Importance of Sales Promotion, Methods and Techniques of Sales Promotion, Sales Promotion Strategies, Advantages and Drawbacks of Sales Promotion, Sales Promotion Budget and Its Preparation, Sales Promotion Campaign- Evaluation of Sales Promotion Strategies

Unit III: Advertising: Meaning, Objectives, Importance, Functions of Advertising, Role of Advertisement in Marketing Mix, Classification and Types of Advertisement, Differences between Advertisement and Sales promotion

Unit IV: Advertisement Process: Advertising Planning, Key Players in Advertising Industry, Advertisement Agencies, Types and Functions of Advertising Agencies, Measuring the Effectiveness of Advertising, DAGMAR Model, Social, Economical and Legal Aspects of Advertisement, Misleading Advertisements- Advertising to Children- Obscenity in Advertising, Misleading and Deceptive Advertising, False Claims

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Unit V: Advertisement Appeal: Meaning, Essentials of an Advertisement Appeal, Types of Appeal, Advertisement Copy, Requisites of Effective Advertisement Copy, Types of Copy, Elements of Copy, Lay Out, Functions of Lay Out, Copy Writing- Qualities of Good Copy Writer

Unit VI: Advertising Media: Meaning, Types of Media, Media Planning and Strategy, Importance of Media Planning and Selection, 'Outdoor Media', 'Support Media', 'Media Scheduling' &'Media Buying', Problems in Media Planning, Internet as an Advertisement Medium, Objects of Internet Advertisement, Advantages and Disadvantages of Internet Advertising

Unit VII: Personal Selling: Nature and Importance, Principles of Personal Selling, Process of Personal Selling, Types of Sales Persons, Designing and Managing the Sales Force, Evaluating Sales Force

Unit VIII: Public Relation: Definition of Public Relation, Its Nature, Process and Public, Propaganda, Public Opinion & Publicity, Communication Theories & Models in Public Relations, The PR Process, Research and Planning and Evaluation, PR Ethics.

Suggested Readings:

1. S. H. H. Kazmi and Satish K Batra, *Advertising & Sales Promotion*, Excel Books, New Delhi
2. Manendra Mohan – *Advertising Management – Concepts and Cases*, Tata McGraw Hill
3. Sherlekar, Victor & Nirmala Prasad – *Advertising Management* – Himalaya Publishing House
4. S.A. Chunawalla- *Promotion Management* Himalaya Publishing House
5. C.L. Tyagi, Arun Kumar- *Advertising Management*- Atlantic Publishers and Distributors
6. Wells, Moriarty & Burnett, *Advertising, Principles & Practice*, Pearson Education

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 407C
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.

Course Contents

Unit I: Introduction to International Marketing: Concept, Scope & Objectives, Challenges and Opportunities, PESTLE Analysis, E.P.R.G Framework, Multinational, Transnational and Global Corporation, Why the MNEs Go Abroad? Market-Seeking, Resource-Seeking, Efficiency-Seeking Foreign Direct Investments

Unit II: International Trade Theories: Absolute (Adam Smith) and Comparative Advantage (David Ricardo) Theories, Heckscher Ohlin's Trade Theory, Competitive Advantage, Centre-Periphery Theory, Globalisation, Global Finance and Global Value Chains

Unit III: International Market Selection & Entry Strategies: Screening and Selection of Markets, International Market Research, Sprinkler vs Waterfall Theories, International Market Entry Strategies, Exporting, Licensing, Contract Manufacturing, Joint Venture, M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances

Unit IV: International Product Strategies: Product Designing, Product Standardization vs. Adaptation, Managing Product Lines, International Product Life Cycle, New Product Development, Adoption and Diffusion of New Products, Building Brands in International Markets

Unit V: Pricing for International Markets: Factors Affecting International Price Determination, Price Quotations and Terms of Sale, Transfer Pricing, Dumping, Price Escalation

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Unit VI: International Promotion: Advertising and Other Modes of Communication, Global Advertising Regulations, Media and Message Considerations, Planning for Trade Fairs and Exhibitions.

Unit VII: Managing International Distribution and Promotion: International Distribution Channels, Selection and Management of Overseas Intermediaries, International Distribution Logistics, Use of Online Channels for International Marketing Operations

Unit VIII: Process and Documentation for Exports: Pre-Shipment and Post-Shipment Export Credit, Letter of Credit, Risk Management in Exports, Export Credit Guarantee/Insurance, Bill of Lading, Invoice and Other Customs Documents

Unit IX: Trade Incentives in India: Export-Import Policy, Product Linked Incentives, Manufacturing/Service Export Incentive Schemes, FDI Incentives, Special Economic Zones, Free Trade Agreements

Unit X: International Trade in Service: Global IT-ITES Services, International Marketing of Healthcare, Education, Tourism, Aviation, etc., WTO Rules Regarding Trade in Services, Intellectual Property Rights

Suggested Readings:

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. Cateora, Graham, *International Marketing*, TMH
7. Jain, S., *International Marketing*, Thomson

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 407D
Subject: Brand Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The learning objectives for this course are to have students can understand consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands. This course helps to identify important issues related to planning and implementing brand strategies for a diverse group of marketing offerings (e.g., products, services, industrial goods, non-profits, etc.). Students will learn how to identify brand meaning and to measure brand strength for any particular market offering. Moreover, students can apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Course Contents

Unit 1: Brands and Brand Management: Brand, Brand Elements, Brands versus Products, Why do Brands Matter? Can Anything be Branded? What are the Strongest Brands? Branding Challenges and Opportunities

Unit II: Creating a Brand: Brand Visioning, Brand Identity and Image, Brand Identity Frameworks, Customer-based Brand Equity, Brand Equity as a Bridge, Making a Brand Strong: Brand Knowledge Sources of Brand Equity, Brand Awareness, Brand Image

Unit-III: Identifying and Establishing Brand Positioning: Basic Concepts, Target Market, Nature of Competition, Points-of-Parity and Points-of-Difference Brand Mantras, Brand Positioning Strategies

Unit IV: Brand Leveraging & Brand Performance: Establishing a Brand Equity Management System, Measuring Sources of Brand Equity and Consumer Mindset, Co-branding, Celebrity Endorsement, Brand Personality

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Unit V: Measuring Outcomes of Brand Equity: Capturing Market Performance, Comparative Methods- Brand-based Comparative Approaches, Marketing-based Comparative Approaches, Conjoint Analysis, Holistic Methods- Residual Approaches, Valuation Approaches

Unit VI: Brand Strategies: Tradeoff between Efficiency and Effectiveness; Brand Architecture and Portfolio; Product Life Cycle, Brand Life Cycle- Challenges and Strategies

Unit VII: Managing Brands over Time, Reinforcing Brands, Maintaining Brand Consistency, Protecting Sources of Brand Equity, Fortifying versus Leveraging, Revitalizing Brands, Brand Stretch, Brand Extensions.

Unit VIII: Managing Brands over Geographic Boundaries and Market Segments: Regional Market Segments, Other Demographic and Cultural Segments, Advantages of Global Marketing, Disadvantages of Global Marketing Programs, Global Brand Strategy, Standardization Versus Customization, Developing Versus Developed Markets, Building Global Customer-Based Brand Equity

Suggested Readings:

1. Aaker, D. and Joachimsthaler E, *Brand Leadership: The Next Level of the Brand Revolution*, NY: The Free Press

2. Kapferer JN, *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*, Kogan Page, London

3. Kevin Lane Keller, *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, NJ: Prentice Hall

4. Kumar R. *Managing Indian Brands*, Vikas Publishing

5. Travis, D. *Emotional Branding*, Random House, California

6. Verma H V. *Brand Management: Text and Cases*, Excel Books, New Delhi

7. Verma HV. *Branding Demystified: From Plans to Payoffs*, Sage Publications, New Delhi

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Specialization: Human Resource

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 408A
Subject: Leadership and Team Dynamics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course is designed to be an interactive exploration of team dynamics and leadership. Through the introduction of current theories and models, students will learn to work effectively in groups, increase their understanding of leadership, make effective decisions, and stimulate the development of new skills through demonstration and practice.

Course Contents

Unit I: Introduction: Meaning, Definitions, Skills and Roles of a Leader, Leadership Traits, Dilemmas and Issues in Becoming a Leader

Unit II: Leadership Theories and Styles: Charismatic and Transformational Leadership, Team Leadership, Organizational Leadership, Strategic Leadership, Leadership for Creating High Performance Culture

Unit III: Leadership Development: Self-Awareness and Self-Discipline, Development through Education, Experience and Mentoring, Succession, Evaluation of leadership Development Efforts, Leadership Communication

Unit IV: Form of Leadership: Strategic Leadership, Ethical Leadership, the Leader as Social Architect-Creating Vision and Strategic Direction, Shaping Culture and Values, Designing and Leading a Learning Organisation, Leading Change

Unit V: Introduction to Team: Meaning, Concept, Definitions, Team, Group, Team Dynamics Team Composition, Formation, and Development-Team Performance, Team vs. group

Unit VI: Team Conflict and Leadership: Team Decision Making, Discovering the Interpersonal Orientation through FIRO-B. Experiential Learning Methodologies-T- Group Sensitivity Training,

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Encounter Groups, Appreciative Enquiry, Discovering Facets of Interpersonal Trust through Johari Window, Communication Skills, Negotiation Skills and Strategies for Team Building, Team Morale

Unit VII: Conflict Resolution in Teams: Competitive vs. Collaborative Behavior, Developing Collaboration

Suggested Readings:

1. Yukl, G., *Leadership in Organizations*, Pearson

2. Kotter, J., *What Leaders Really Do Kotter*, J. Harvard Business Review May/June

3. Richard L. Hughes, *Leadership*, McGraw-Hill. ed. 8

4. Bass, B.M., *Leadershi*p, Psychology and Organizational Behaviour, Greenwood Pub Group

5. Northouse, P.G., *Leadership - Theory and Practice*, Sage Publications

6. Purohit, & Nayak, S., *Enhancing Personal Effectiveness: Training Instruments for Students, Teachers and Parents*, Tata McGraw-Hill

8. Tannenbaum, R., Weschler, I.R. and Hansen, J., *Leadership and Organization: A Behavioral Science Approach,* McGraw-Hill

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 408B
Subject: Strategic Human Resource Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course aims to sensitize the students to adapt to the changing HR landscape and create scope for a steady career progression. It will help them to develop ability to resourcefully use analytical information to improve the organization and its people. The course will help to effectively understand the HR bottlenecks and how well certain processes are performing. It'll also help to understand International HRM in the context of Strategic HRM.

Course Contents

Unit I: Understanding Strategic HRM: Traditional vs. Strategic HRM, Process, Aligning with Business Strategies, Strategy Implementation: Strategic Recruitment, Strategic Training, Strategic Compensation, Strategic Performance Appraisal, Talent Management

Unit II: Investment Perspective of Human Resources: Investment Consideration, Investments in Training and Development, Investment Practices for Improved Retention, Investments Job Secure Work Courses, Non-Traditional Investment Approaches

Unit III: Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy, Change Management Strategies, Training and Development Strategies, Organizational Performance and HRS: HRM Strategy and Difficulties in Its Implantation

Unit IV: Strategic Human Resource Processes: Work Force Utilization and Employment Practices, Efficient Utilization of Human Resources, Dealing with Employee Shortages, Selection of Employees, Dealing with Employee Surpluses and Special Implementation Challenges. Reward and Development Systems, Strategically Oriented Performance Management Systems, Oriented Compensation Systems and Employee Development

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Unit V: New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions, HRS and HRIS, Human Resource Strategy: Some Key Issues, HRM Strategy for Future

Unit VI: Reengineering Human Resource Processes: Why Re-engineering HR? Structure of Re-engineering, Action Steps for Re-engineering, Forming a Steering Team and Implementation Teams, Pilot Testing Re-engineering Systems, Empowerment, Accountability and Monitoring, Create a Sense of Urgency, Manage Fears Associated with Change

Suggested Readings:

1. Armstrong, M., *Armstrong's handbook of strategic human resource management*, Kogan Page Publishers
2. Mello, J. A., *Strategic human resource management*, Cengage Learning.
3. Rees, G., & Smith, P. (Eds.), *Strategic human resource management: An international perspective*, Sage
4. Greer, C. R., *Strategic human resource management*, Pearson Custom Publishing
5. Dhar, R. L., *Strategic human resource management*, Excel Books India
6. Regis, R., *Strategic human resource management and development*, Excel Books India

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 408C
Subject: Digital Human Resource Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course will help the students to understand how to create a successful digital HR strategy for an organization and what the term 'digital' means for a progressive HR function. It will help to gain a greater understanding of the organizational culture and how to engage the workforce in alignment with business needs. After taking the course, the students shall have the knowledge about digitization tools and shall be able to effectively support the organisation through the digital transformation and create a successful digital HR strategy.

Course Contents

Unit I: The People based Approach in HRM: Introduction, The Theoretical Origins of a Certain Processes is Performing People based Approach, Positive Effects of a People based Effect on Organizational Performance, Exploring Challenges and Benefits of This Approach

Unit II: The Cognitive Technology Revolution: A New Identity for Workers: Introduction, A New Context of Work, A New Workforce, A New Career Identity, A New Role of HR Practices: Introduction, Digital Processing and Use of Analytics, Challenges and Opportunities of Robotics for HRM

Unit III: Social Networks as Strategically of HRM: Introduction, Social Collaboration at Work, Social Collaboration Platforms; The Game Changers: Introduction, Transformation Starts with the Change in Culture, Data-Driven Transformation, Building a Sustainable Agile Digital Strategy for HR

Unit IV: Impact of the Gig Economy and the Next Generation in Jobs, Reskilling and Collaboration: Introduction, Reskilling Imperative and Solutions for Organizations, The Future of Human and Machine Collaboration, Unlocking New Values with Innovation

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Unit V: Evolution of Modern Organizations and Movements, Enabling a Responsible and Sustainable Organization, Creating a Fairer Society, Transformation of HRM from an Analogical to a Social Process

Unit VI: Unlocking New Values with Innovation, Diversity in the VUCA World, Establishing the Innovation Culture, Growing Ecosystems and Social Capital, Community Driven Learning in Organizations

Suggested Readings:

1. Waddill, D. D., *Digital HR: A guide to technology-enabled human resources*, Society For Human Resource Management
2. Manuti, A., & De Palma, P. D., *The social organization: Managing human capital through social media*, Springer
3. Cantoni, F., & Mangia, G. (Eds.), *Human resource management and digitalization*, Routledge
4. Thite, M. (Ed.), *e-HRM: Digital approaches, directions & applications*, Routledge
5. Sen, S., *Digital HR strategy: Achieving sustainable transformation in the digital age*, Kogan Page Publishers ·

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 408D
Subject: HR Analytics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course will help the students to adapt to the changing HR landscape and understand the impact of technology on HR processes. It will help to develop the ability to resourcefully use analytical information to improve the organization and its people. The course will not only help to secure the right piece of information through analytics and take an informed decision but also effectively measure tracking metrics which offer valuable insights into how well certain processes are performing.

Course Contents

Unit I: Introduction: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR Value Creation, HR Measurement Journey in Tune with HR Maturity Journey, Understanding the organizational System (Lean), Locating the HR Challenge in the System, Valuing HR Analytics in the Organizational System, Typical Problems (Working Session)

Unit II: Predictive Analytics: Steps Involved in Predictive Analytics: Determine Key Performance Indicator, Analyse and Report Data, Interpreting the Results and Predicting the Future. Metrics and Regression Analysis and Causation

Unit III: Workforce Analytics: Definition, Evolution, Function of Workforce Analytics, Use of HR Metrics to Measure Results in HR - Process vs Outcome; Challenges in Measuring Human Capital, HR Business Framework, Concept of Balanced Score Card

Unit IV: Recruitment Metrics: Fill-Up Ratio, Time to Hire, Cost Per Hire, Early Turnover, Termination during Probation, Channel Efficiency Mix in Terms of Direct Hires, Employee Referral Hires, Agency Hires & Lateral Hires, Offer Reject and Renege, Fulfillment Ratio, Quality of Hire, Recruitment to HR Cost

Unit V: Talent & Diversity Metrics: Retention Index, Voluntary and Involuntary Turnover, Turnover

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by Department, Grades, Performance, and Service Tenure, Internal Hired Index. People Deployment Metrics: Employees per Manager, Employee Service Profiling, Workforce Age Profiling, Workforce Service Profiling, Churn Index, Separation Clearance Time; Diversity Metrics: Workforce Diversity Index, Gender Mix, Differently Able Index, Implementation Challenges

Unit VI: Learning & Development Metrics: Training Need Identification, Make or Buy Model, Training Effectiveness Evaluation, Percentage of Employee Trained, Internally and Externally Trained, Training Hours and Cost per Employee, ROI Calculation; Internal Mobility Metrics: Career Progression Indices - Promotion Index, Rotation Index, Career Path Index, Level wise Succession Readiness Index

Unit VII: HR Cost Metrics: Revenue per Employee, Operating Cost per Employee, PBT per Employee, HR Cost per Employee, HR to Operating Cost, Compensation to HR Cost, HR Budget Variance, HR ROI

Unit VIII:HR Scorecard: Assessing HR Program, Engagement and Turnover, Finding Money in Analytics, Linking HR Data to Operational Performance, HR Data and Stock Performance. Creating HR Scorecard, Develop an HR Measurement System, Guidelines for Implementing a HR Scorecard

Suggested Readings:

1. Soundararajan, R., & Singh, K., *Winning on HR analytics: Leveraging data for competitive advantage*, SAGE Publications
2. Bhattacharyya, D. K., *HR analytics: Understanding theories and applications*, SAGE Publications India Pvt Limited
3. Waters, S. D., Streets, V. N., McFarlane, L., & Johnson-Murray, R., *The practical guide to HR analytics: Using data to inform, transform, and empower HR decisions*, Society for Human Resource Management
4. Pease, G., Byerly, B., & Fitz-enz, J., *Human capital analytics: How to harness the potential of your organization's greatest asset*, John Wiley & Sons
5. Sundmark, L., *Doing HR Analytics: A Practitioner's Handbook with R Examples*. Create Space Independent Publishing Platform
6. Guenole, N., Ferrar, J., & Feinzig, S., *The power of people: Learn how successful organizations use workforce analytics to improve business performance*, FT Press

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Specialization: Business Analytics and Data Science

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 409A
Subject: Big Data and SQL
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course helps learners to use Big Data in Marketing, Finance, HR, and Supply Chain Management. It helps to acquire in-depth application of SQL, Use of Spark Map Transformation. It develops an understanding of the core components of Hadoop.

Course Contents

Unit I: Overview of Big Data: History of Big Data, Elements of Big Data, Career related Knowledge in Big Data, Advantages, Disadvantages, Structured and Unstructured Data

Unit II: Using Big Data in Businesses: Use of Big Data in Marketing, Finance, HR, Production and Supply Chain Management

Unit III: Data Analytics in 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. Advanced SQL, Data Analysis Using SQL, Assignment – SQL, Selecting Columns, Filtering Rows, Aggregate Function, Sorting Groups & Join

Unit IV: Technologies for Handling Big Data: Introduction to Hadoop, Functioning of Hadoop, Cloud Computing (Features, Advantages, Applications), Application Data Store (NOSQL, OLAP)

Unit V: 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

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Unit VI: Big Data Processing Using Apache Spark: Apache Spark Introduction &Architecture Deep Dive, Working with Text Files to Create Resiliant 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

Suggested Readings:

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
5. Zomaya and Sakr, *Handbook of Big Data Technology*, Springer International Publishing
6. Sumit Gupta, *Real Time Big Data Analytics Book*, Packt Publishing
7. J. W. Forema, *Data Smart: Using Data Science to Transform Information into Insight*, Wiley

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 409B
Subject: Business Analytics using IOT, AI and ML
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The purpose of this course is to understand the basic concept of the Internet of things and its applications. The emphasis is on explaining and understanding the concept of Artificial Intelligence. The objective of this paper is to familiarize with knowledge-based AI systems and approaches It also recognizes the concepts of Machine Learning and its deterministic tools.

Course Contents

Unit I: IOT Basics: Internet in General and Internet of Things: Layers, Protocols, Packets, Services, Performance Parameters of a Packet Network as Well as Applications Such As Web, Peer-To-Peer, Sensor Networks, and Multimedia. IoT Definitions: Overview, Applications, Potential &Challenges, and Architecture. Transport Services: TCP, UDP, Socket Programming. Network Layer: Forwarding &Routing Algorithms (Link, DV), IP-Addresses, DNS, NAT, and Routers. Local Area Networks, MAC Level, Link Protocols Such As: Point-To-Point Protocols, Ethernet, Wi-Fi 802.11, Cellular Internet Access, and Machine-To-Machine

Unit II: Artificial Intelligence (AI): History of Artificial Intelligence, Differences between Strong AI and Weak AI, Artificial Intelligence Definitions, Emergence of AI – Technological Advances, Machine Learning, Deep Learning, Functions of AI, Characteristics of Artificial Intelligence, Applications of AI, AI in Health Care, Industry 4.0, AI in Manufacturing, AI in Education Sector, AI in Business, AI in Finance Sector, AI in Law, AI in Society

Unit III: Machine Learning (ML): Motivation for Machine Learning, Applications, Machine Learning, Learning Associations, Classification, Regression, The Origin Of Machine Learning, Uses and Abuses of Machine Learning, Metrics for Evaluation of Classification Method, Steps to Apply Machine Learning to Data, Machine Learning Process, Classification of Machine Learning Reinforcement Learning, Supervised Learning, Unsupervised Learning, Semi-Supervised Learning, Supervised

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Learning, Regression, Linear Regression, Multiple Linear Regression, A Multiple Regression Analysis, the Analysis of Variance for Multiple Regression, Examples for Multiple Regression, Logistic Regression, Decision Trees: Background, Clustering, K – Means Clustering, Risk Modelling, Sensitivity Analysis, Casual Learning.

Suggested Readings:

1. Anuradha Srinivasaraghavan and VIncy Joseph, *Machine Learning*, Wiley

2. Tom M Mitchell, *Machine Learning*, McGraw Hill Education

3. Stuart J Russell and Peter Norvig, *Artificial Intelligence: A Modern Approach*, Pearson Education India

4. Vijay Madisetti and Arshdeep Bahga, *Internet of Things (A Hands-on Approach)*, VPT

5. Walter Daelemans, Katharina Morik, *Machine Learning and Knowledge Discovery*, Springer

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Specialization: Retail Management

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 410A
Subject: Sectoral Retailing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Objective of the course is to give a basic perspective of sectoral retailing. This will form foundation to study of the functional areas of both retail and merchandising management from different sectors' point of view and to provide the students with the conceptual framework of customized approaches towards the theories underlying sectoral retailing.

Course Contents

Unit I: Organized and Unorganized Retailing: Difference, Drivers of Retail Changes in India, Theories of Retail Development & Business Models in Retail

Unit II: Retail Sectors: An Overview and Growth in Indian Market, Financial Retail, Jewellery Retail, Pharmaceutical Retail, Travel and Tourism Retail, Lifestyle Retailing, Luxury Retailing, Other Contemporary Sectors of Retail

Unit III: Financial Retailing: Definition, Types, Features, Composition & Size in India, Key Players

Unit IV: Jewellery Retailing: Definition, Types, Features, Composition & Size in India, Key Players, Jewellery vs. Luxury Retailing

Unit V: Pharma Retailing: Definition, Types, Features, Composition & Size in India, Key Players, Health and Medical Tourism, Various Other Forms of Pharmaceutical Retailing

Unit VI: Travel and Tourism Retail Culture & Heritage, Eco-tourism, Sport & Adventure Tourism, Wildlife Tourism, Rural & Village Tourism, Beach & Coastal Tourism, Shopping Destination, WTTC, ITDC, Barrier and Types of Travelers

Unit VII: Lifestyle and Luxury Retailing: Definition, Types, Features, Composition & Size in India, Key Players in both Lifestyle and Luxury Retailing

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Suggested Readings:

1. Pradhan, Swapna, *Retail Management*, Tata McGraw-Hill Education
2. Bajaj, Chetan; Tuli, Rajnish and Srivastava, Nidhi, *Retail Management*, Oxford University Press
3. Bhalla, Swati and Anurag S., *Visual Merchandising*, McGraw Hill Education
4. Berman and Evans, *Retail Management A Strategic Approach*, Pearson
5. Levy, Michael; Weitz, Barton A. and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi
6. Swapnil Saurav, Ravi Potti, *The A to Z of Retail Management*, Eka Publishers
7. Seshanna Sudarshan, Prasad Raghu, *Retail Management*, McGraw Hill Education

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2022-23)
Paper Code: MBA- 410B
Subject: International Retailing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

Objective of the course is to give a basic perspective of international retailing. This will form foundation to study of the functional areas of various international retailing environments that is different from India's retailing environment.

Course Contents

Unit I: International Marketing: Scope and Concepts of International Marketing, International Marketing Environment, International Trade, Barriers and Facilitators, Regional Economic/Political Integration, Cultural Influences on International Marketing, International Marketing Research, International Marketing Segmentation, Positioning- The Marketing Plan and Entry Mode Selection, Products and Services, Branding Decisions, International Product and Service Strategies, International Distribution and Logistics

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Unit II: International Retailing: Alternative Conceptions of International Retailing, Definitions, Interpretations and Classification, Trends in the Internationalization of Retailing and Evolution of International Retailing, Motives for International Retailing, Changing Nature of Boundaries

Unit III: International Retailing: Where Retailers Practice Internationalization, Assessing the Potential of Retail Markets, Methods of International Retailing, Accessing Retail Markets, the Form of Entry, Joint Ventures, Franchising, Acquisition, etc. Marketing Planning for Differing International and Regional Requirements

Unit IV: Competing in Foreign Markets: Why Companies Expand into Foreign Markets, Cross-Country Differences in Cultural, Demographic and Market Conditions, Concept of Multi Country Competition and Global Competition, Strategy Options for Entering and Competing in Foreign Markets, Quest for Competitive Advantage in Foreign Markets, Profit Sanctuaries, Cross Market Subsidization and Global, Strategic Offensives, Strategic Alliances and Joint Ventures with Foreign Partners, Competing in Emerging Foreign Markets, Cross Border Strategic Alliances

Unit V: Retail Structure: Enterprise Density, Market Concentration, Product Sector, Innovation-Employment Structure, Merging Structure, Global Structure, Developing Markets, Stages in Development of International Operations, Export, Management Contracts, Franchising, Acquisition and Mergers, Organic Growth, Choice of Market Entry, Domestic Market

Unit VI: Retail Operations: Non-Domestic Market, Retail Positioning and Brand Image, Measurement of Store Image, Open Ended Techniques, Attitude Scaling Techniques, Multi Attribute Model, Multi-Dimensional Scaling, Conjoint Analysis

Unit VII: Market Research: Segmentation, Targeting, Positioning, The Market Mix, Image, Product Range, Format, Price, Location, Distribution, Promotion, Promotional Mix and Advertising, Publicity, PR, and Sales Promotion Strategies, Personal Selling and Sales Management, International Pricing Strategy, Developing and Controlling an Intl. Marketing Plan

Suggested Readings:

1. Alexander Nicolas, *International Retailing*, Blackwell Business Publishers Ltd.

2. Arthur A. Thompson Jr., A.J. Strickland, John E Gamble & Jain Arun K, *Crafting and Executing Strategy-Concepts and Cases*, Tata McGraw Hill.

3. Ali Abbas J, *Globalization of Business- Practice and Theory*, Jaico Publishing House.

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4. Bruce Margaret, Moore Chistopher, Birtwistle Grete, *International Retail Marketing: A Case Study Approach*, A Butterworth-Heinemann Title.

5. Findlay Allan M, Paddsion Ronan and Dawson John A., *Retailing Environments in Developing Countries*, Rutledge

6. Chandra Arun, Rau Pradeep & Ryans John K, *India Business: Finding Opportunities in this Big Emerging Market*, Paramount Market Publishing Inc

7. Mcgoldrick Peter. J, Davies Gary, *International Retailing Trends and Strategies*, Prentice Hall

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Specialization: Digital Marketing

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 411A
Subject: Social Media Marketing
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this paper is to enable students understand the key concepts of social media marketing. Students should be able to understand the process of setting up and analyzing Facebook Ad campaigns. They should also be able to implement digital marketing strategy through Instagram. This eventually will ensure that students understand the basics of content writing and understand the effectiveness of brand storytelling to reach out to their target audience. Through real life case studies, students should be able to understand, differentiate and modify the content marketing strategies of an organization for achieving better results.

Course Contents

Unit I: Introduction to Social Media Marketing: Introduction to the Concept of Social Media, Definition, Characteristics, Scope &History; Social Media Platforms, Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs, importance of Social Media Marketing, Social Media Marketing Advantages and Limitations, Social Media Marketing Strategies

Unit II: Content Designing for Social Media Platforms: Terminologies, Basics of Content Creation, Process, Identification of Target Audience and Social Media Platform, Defining Content Mix Using Sales Posts, Interactive Posts and Informative Posts, Impact of Colours, Tools Used for Content Creation Like Canva, GIFs, Instagram Stories, Pin Templates, YouTube Video Thumbnail, Etc

Unit III: Facebook and Instagram Advertising: Introduction to Facebook and Instagram Platform as Advertising and Marketing Media, Characteristics of Facebook and Instagram Marketing, Target Audience, Page Set Up, Post Types and Its Dimensions, Competitor Analysis, Case Studies

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Unit IV: Twitter, LinkedIn, YouTube, Pinterest Advertising: Introduction and Overview of Platforms, Characteristics, How to Use These Platforms, Target Audience, Profile / Account Building, Crafting Summary for Marketing, Creating and Uploading Videos, Use of Hashtags. (Case Studies)

Unit V: Metrics of Social Media Marketing: What is to be Measured, Parameters to Measure Impact Volume, Reach and Engagement (Engagement Rates, Engagement Metrics), Influence, Share of Voice (Volume and Sentiment), Referrals and Conversions, Response Rate and Time (Case Studies)

Suggested Readings:

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
5. Funk, T., *Advanced Social Media Marketing: How to Lead, Launch, and Manage a Successful Social Media Program*, Apress
6. Palkar, A., Jadhav, A., *Internet Age - Marketing with social media*, Himalaya Publishing House
7. Bhatia, P.S., *Social Media & Mobile Marketing*, Wiley

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 411B
Subject: Web Analytics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objective of this paper is to enable students understand the fundamentals of Web Analytics. Students should be able to understand the process of setting up Google Analytics campaign. They should be able to understand the application of Google Analytics for business processes and incorporate Google Analytics tools for visualizing data in a simplified manner. Subsequently students will also understand consumer buying behavior in E-Commerce platforms.

Course Contents

Unit I: Fundamentals of Web Analytics: Introduction of Web Analytics, Importance of Web Analytics, Conversion Rate, Understanding User Behaviour, Measuring Outcomes

Unit II: Basics of Google Analytics: Understanding about Google Analytics, Metrics & Dimensions in GA; Creating GA Account, Understanding Account Structure in GA, Understanding Traffic Sources

Unit IV: Advanced Google Analytics: Application of Filters on GA Data, Understanding Sessions, Reporting Overview, Understanding Views in GA, Sorting with Filter

Unit IV: Visualisation Report: Audience, Behaviour and Acquisition Reports, Linking Google Analytics with Google Ads, Web Analytics Tools

Unit IV: Introduction to E-Commerce Analysis: Understanding Customer, Understanding Shopping Behaviour, Attracting New Customers and Measuring Behaviour

Unit IV: Fundamentals of Google Tag Manager: Getting Started with Google Tag Manager, Setting Up GTM, Collecting Data Using Different Parameters, Using Additional Tags for Marketing and Remarketing, Facebook Analytics

Suggested Readings:

1. Kaushik, A., *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*, Sybex
2. Clifton, B., *Advanced Web Metrix with Google Analytics (3rd Edition)*, Sybex

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3. Croll, A., Yoskovitz, B., *Lean Analytics: Use Data to build a better Start up*, O'Reilly Media

4. 4. Dykes, B., *Web Analytics Action Hero: Using analysis to gain insight and optimize your business*, Adobe

5. Hemann, C., *Digital Marketing Analytics (2nd Edition)*, Pearson

6. Hartman, K., *Digital Marketing Analytics: In theory and in practice (2nd Edition)*, Ostmen Bennettsbridge Publishing Services

7. Phillips, J., *Digital Analytics Primer*, Pearson

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Specialization: Logistics and Supply Chain Management

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 412A
Subject: Applications of IT and ITES in Supply Chain Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

On completion of this course, students would be able to appreciate the role and importance of Information Technology advances in Supply Chain Management.

Course Contents

Unit I: 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

Unit II: Enhanced Role of IT in the New Normal: Virtual Meeting, Videoconferencing, Supply Chain Changes, etc.

Unit III: Latest Advances: Big Data, Analytics, Internet of Things, Artificial Intelligence, Robotics

Unit IV: IT Enabled Tools: Electronic Data Interchange, Personal Computer, Enterprise Resource Planning Systems, the Internet, Intranets and Extranets, the World Wide Web, Web-Enabled Relational Databases, Data Warehouses and Data Marts

Unit V: Enterprise Resource Planning (ERP): Introduction, What is ERP, Need, Advantages, Growth, ERP Vendors, ERP for SMEs

Unit VI: ERP and Related Technologies and Implementation: Business Process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS): Basics of Implementation.

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Unit VII: Supply Chain Analytics: Need and Scope of Supply Chain Analytics, Basic Analytical Methods, Statistics in Supply Chains, Impact of Analytics on Decision Making

Unit VIII: Service Supply Chains: Service Supply Chains: Peculiarities and Challenges of Service Supply Chains, Role of IT Advances in Services

Suggested Readings:

1. Benny John, *Handbook of Logistics, Shipping & Commercial Terminologies*
2. Bloomberg, LeMay, Hanna; *Logistics*, Prentice Hall of India
3. Agarwal, D. K., *Textbook of Logistics and Supply Chain Management*, Laxmi Publications
4. Divakaran, Prakash Achari, *Supply Chain Management*, Horizon
5. Raghuram G & Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Laxmi Publications

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 412B
Subject: E-Logistics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

On completion of the course, students would get familiar with basic E-Logistics processes along with application of new technologies in the field of logistics.

Course Contents

Unit I: 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

Unit II: Overview of E – Commerce: Internet, Intranet, Extranet, Definition, Goals of E- Commerce, Difference between E-Commerce and E- Business

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Unit III: E-Commerce Models: Models of E- Commerce, Limitations and Advantages of E-Commerce, Entrepreneurial Opportunities and Boom

Unit IV: Foundations of Strategic Procurement: Introduction, Tools and Pillars of Strategic Procurement, Role of Automation in Strategic Procurement

Unit V: E-Banking and Its Importance in E-Logistics: Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment - Gateway Example), Securities in E-banking (SSL – Digital Signatures – Examples), Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), NEFT AND RTGS

Unit VI: E- Security: Hazards of E-Transactions, Firewalls, Electronic Market / e- shop, Introduction to Security, Types of Securities, Security Tools, Network Security

Unit VII: IT and Project Management: E- learning, Models, Video Conferencing, Building Online Community, Virtual Office and Management

Unit VIII: Core Issues in E – Logistics: Logistics & Supplier Chain Management, Ware Housing Management, Transportation/ Distribution Management

Suggested Readings:

1. Benny John, *Handbook of Logistics, Shipping & Commercial Terminologies*, Notion Press
2. Bloomberg, LeMay, Hanna; *Logistics*, Prentice Hall of India
3. Agarwal, D. K., *Textbook of Logistics and Supply Chain Management*, Laxmi Publications
4. Wang Yingli and Pettit Stephen, Eds; *Managing Your Digital Supply Chains for Competitive Advantage*, Kogan Page
5. Divakaran, Prakash Achari, *Supply Chain Management*, Horizon

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Specialization: Systems

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 413A
Subject: Data Mining and Business Intelligence
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The aim of the course is to know how to derive meaning form huge volume of data and information. To understand how knowledge discovering process is used in business decision making, Big Data Management. Appreciate the techniques of knowledge discovery for business applications.

Course Contents

Unit I: Introduction: Data Mining, Text Mining, Web Mining, Spatial Mining, Process Mining, BI Process, Private and Public Intelligence, Strategic Assessment of Implementing BI

Unit II: Data Warehousing: Data Ware House, Characteristics and View, OLTP and OLAP, Design and Development of Data Warehouse, Meta Data Models, Extract/ Transform / Load (ETL) Design

Unit III: Data Mining Tools, Methods and Techniques: Regression and Correlation, Classification, Decision Trees, Clustering, Neural Networks, Market Basket Analysis, Association Rules, Genetic Algorithms and Link Analysis, Support Vector Machine, Ant Colony Optimization

Unit IV: Classification and Prediction: Basic Issues Regarding Classification and Predication, Classification by Decision Tree, Bayesian Classification, Classification by Back Propagation, Associative Classification, Prediction, Classifier Accuracy

Unit V: Modern Information Technology and Its Business Opportunities: Business Intelligence Software, BI on Web, Ethical and Legal Limits, Industrial Espionage, Modern Techniques of Crypto Analysis, Managing and Organizing for an Effective BI Team

Unit VI: BI and Data Mining Applications: Applications in Various Sectors, Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical

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Unit VII: Business Intelligence and Its Impact: Introduction, Factors Driving Business Intelligence, Role of Data, Information, and Knowledge in Data Warehousing, Mining and DSS, BI in Organizations, Obstacles in BI

Suggested Readings:

1. Jaiwei Ham and Micheline Kamber, *Data Mining concepts and techniques*, Kauffmann Publishers

2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, *Business Intelligence*, Prentice Hall

3. W. H. Inmon, *Building the Data Warehouse*, Wiley India Pvt. Ltd

4. Ralph Kimball and Richard Merz, *the Data Warehouse Toolkit*, John Wiley

5. Cindi Howson; *Successful Business Intelligence: Unlock the Value of BI & Big Data*, McGraw-Hill

6. Swain Scheps, *Business Intelligence for Dummies*, John Wiley & Sons Inc

7. R. Delmaster, and M. Hancock, *Data Mining Explained* , O.REILLY

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 413B
Subject: E-Commerce Programming Languages
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

Impart the students with higher level knowledge and understanding of contemporary trends in e-commerce and business finance. To provide adequate knowledge and understanding about E-Com practices and possess knowledge and IT skills for critical decision making.

Course Contents

Unit I: Introduction: Introduction to Electronic Commerce, Traditional Commerce and Electronic Commerce

Unit II: 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, W3C HTML Page, XML Registry, W3C XML Pages, HTML and XML Editors (Microsoft FrontPage, Macromedia Dreamweaver), Intranets and Extranets

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Unit III: 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

Unit IV: Web Auctions and Virtual Communities: Auction Overview, Web Auctions and Related Businesses, Auction-Related Services, Virtual Community

Unit V: The Environment of Electronic Commerce: International, Legal, Ethical, and Tax Issues: Language Issues, Trust and Culture, Infrastructure Issues, The Legal Environment of Electronic Commerce

Unit VI: 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

Unit VII: 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

Unit VII: Payment Systems for Electronic Commerce: Online Payment, Payment Cards, Electronic Cash, Taxation and Electronic Commerce

Suggested Readings:

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
4. Dave Chaffey, *E-Business and E-Commerce Management*, Pearson
5. S. J. Joseph P. T; E, *Commerce: An Indian Perspective*, PHI Learning
6. Larry Ullman, *Effortless E-Commerce with PHP and MySQL*, New Riders Pub
7. Janice Reynolds, *The Complete E-Commerce Book*, CRC Press

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Specialization: Media Management

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 414A
Subject: Event Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

To make the students understand the basics of event planning, enable them with the essentials of event management and acquire the knowledge and competencies required to design effective sponsorship strategies. Also to develop the conceptual & managerial skills at various levels in the area of overall event management, this will enable students to organise a successful event.

Course Contents

Unit I: Definition, Historical Perspective and Introduction to Event Management, Importance of Event Management, Size and Types of Events Establishing Policies and Procedure, Qualities of Event Manager, MICE Elements (Meetings, Incentives, Conferences, and Exhibitions)

Unit II: Event Planning: Meaning and Definition of Event Planning, Process of Event Planning, Event Proposal, Content & Importance. SWOT and PESTLE Analysis, Crisis Management Planning

Unit III: Definition & Objectives of Sponsorship, Different Types of Sponsorship Event Sponsorship Strategies

Unit IV: Budgeting Preparation, Profitability Analysis, Audience Acquisition & Participation Management

Unit V: Concept of Event Marketing Management, Types of Advertising, Promotional Tools (Flyers, Posters, Invitations, Website, Newsletters, Blog, Tweet)

Unit VI: Types of Media, Media Management, PR Strategies for Events

Unit VII: Organizing an Event: Venue Selection, Feasibility Study of Venue, Venue Management, Layout with the Scheduling, Vendor Management, Decoration and Entertainment & Performance

Unit VIII: Safety & Security Requirement of Venue, Permission Required for Holding an Event (IPRS-Indian Performing Rig Society and PPL-Phonographic Performing License)

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Suggested Readings:

1. Bhatia A.K. (2001), *Event Management*, Sterling Publishers, New Delhi
2. Chaturvedi Ashutosh, *Event Management*, Globalindia Publications Pvt. Ltd
3. Sharma Diwakar, *Event Planning & Management*, Deep & Deep Publication Pvt. Ltd
4. Watt David (1998), *Event Management in Leisure and Tourism*, Pearson, UK
5. Allen Judy, *The Business of Event Planning: Behind-the-Scenes Secrets of Successful Special Events* ,Wiley

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 414B
Subject: Media Laws and Ethics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The course objective is to aware students to legal and ethical aspects of the media and its values, To ensure media practicing under the constitution with social responsibility. To make them understand how to comprehend media law and ethics empower media practitioners to perform their public duties with greater sense of confidence and commitment

Course Contents

Unit I: Media Laws: Concept Nature, Scope and Significance, Ganging Act, Vernacular Press Act and Other Laws. Freedom of Speech and Expression: Concept

Unit II: Universal Declarations of Human Rights, International Covenant on Civil and Political Rights, American Convention on Human Rights, European Convention on Human Rights

Unit III: Right to Privacy: Concept, Significance of Right to Privacy, Right or Wrong? Press & Privilege of Parliament and State Legislature, Relation between Legislature & the Press, Constitutional Provisions

Unit IV: Indian Contract Act. 1872, Sale of Goods Act 1930, The Negotiable Instrument Act. 1881, The Companies Act, 1956 & 2013,Consumer Protection Act 1986, Law of Partnership Act, 1932 &

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1996, FEMA and Advertising Council of India, PRSI, NBA, Right to Information Act, 2005, Official Secrets Act, 1923

Unit V: Main Provision IPC & CrPC for Media: 124(A) Sedition, 153(A) Promoting Enmity between Different Groups on Grounds of Religion, Race, Place of Birth, Residence, Language, etc. 153(B) Imputation Assertions Prejudicial to National Integration 171(G) False Statement in Connection with an Election, 292 Sale, etc, of Obscene Books etc. 293 Sale etc, of Obscene Object to Young Person, 294 (A) The Publication of Any Advertisement Relating to an Unauthorized Lottery. Article 499 –504, Defamation: Concept, Civil and Criminal Law of Defamation, Defamation, Slander and Libel, Difference between Defamation and Insult, The Exceptions of Defamation, Difference between Civil and Criminal Defamation, Journalistic Defences to Defamation, Filing of Complaints for Defamation, Punishment. Cr.PC : Section 95 - Declaration to Seize the Publication. Section 96: Application against Confiscation. Section 144: Order against Nuisance or Dreaded Offence. Section 196: Permission of State Government against Crime

Unit VI: Acts Related to Media**:** Official Secret Act: Significance of Official Secret Act, Section 5, Brief History of the Act, Review of the Law & a Recent Case. Press & Registration of Book Act 1967: Procedure for Commencing and Carrying Newspaper, Registration of Newspaper

Unit VII: Press Council Act 1978: Concept and Background, Object, Constitute Function and Power of Press Council. Cinematography Act 1953: Background, Constitute of Film Censor Board Advisory Panel, Certification of Film, Guideline to Board of Film, Certification, Prasar Bharti Act 1997: Background, Composition of Prasar Bharti, Function & Power of Corporation, Own Fund, Power of Central Government to Give Directions

Unit VIII: Concept & Significance of Media Ethics, Ethics and the Law. Values and Ethics of Journalism (Objectivity, Truth and Impartiality Balance and Independence), Code of Ethics, Meta Ethics, Normative Ethics, Code and Guidelines of Media Ethics, Ethical Code of Press Council and Others Committees, Editor Guild

Suggested Readings:

1. Bandhopadhyay, P.K. & Kuldeep S. Arora. *Journalistic Ethics*. New Delhi, Media Watch Group
2. Baskhi, P.M., *Press Law: An Introduction*. New Delhi, TRF Institute for Social Sciences Research and Education Publications
3. Basu, D.D., *Law of the Press*, Wadhwa Publishers, Nagpur, India

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4. Christians, Clifford G. et al. *Media Ethics: Cases and Moral Reasoning.* Boston, Pearson Education.
5. Divan, Madhavi Goradia., *Facets of Media Law*. Lucknow, Eastern Book Company Publishing Pvt. Ltd

Specialization: Pharmaceutical Management

VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 415A
Subject: Quality Control and Regulatory Practices in Pharmaceutical Industry
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

The objectives of the course are to Manage and implement the knowledge about the Intellectual property rights, Patent law and drug regulatory affairs pertaining to pharmaceutical industry. They will understand the regulatory frame work in developed and under developing countries for drugs and formulary. They will get to know the Total Quality Management in pharmaceutical production

Course Contents

Unit I: Good Laboratory Practice: Concept, Evolution and Scopes of Quality Control and Quality Assurance, Good Laboratory Practice, Introduction, Scope and Overview of ICH Guidelines QSEM, with Special Emphasis on Q-Series Guidelines, Quality Assurance Unit, Protocol for Conduct of Non Clinical Testing, Control on Animal House, Report Preparation and Documentation.

Unit II: Drug Regulation History: Drug Regulation in India, Indian Drug Regulatory System, The Drug and Cosmetics Act, Global Environment Regulation, Regional Collaboration for Drug Regulation

Unit III: Drug Approval: Process Filing of INDA, NDA & ANDA in USFDA, International Licensing in EU Countries, International Licensing in African and Asian Countries, Active Pharmaceutical

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Ingredient (API) Regulatory Process API Regulatory Process in Pharmaceutical Industry

Unit IV: Pharmaceutical Quality Management: Basics of Quality Management, Principles of Six Sigma, Pharmaceutical Quality Management-ICH Q10, Knowledge Management, Quality Metrics, Operational Excellence and Quality Management Review, WHO-GMP Requirements

Unit V: Industrial Documentation: Clinical Data Systems, Electronic Submission, File Formats for Electronic Documents, Procedure for Sending Electronic Submission for Archive, ICH M2-eCTD/International Standardization Efforts

Unit VI: Intellectual Property Right (IPR): Introduction to Various IPR, Development of IP Law in India, Introduction of IP Law in India, World Intellectual Property Organization (WIPO), Patent Filing in India, Patent Law & Indian Pharmaceutical Industries, Drug Patent Challenges in US, Regional Collaboration for Drug Regulation, Patent Infringement

Unit VII: Quality Control & Management: Quality Control Functions, Acceptance Sampling, Statistical Process Control, Application of Control Charts, Operating Characteristic Curve and Its Applications, Total Quality Improvement

Suggested Readings:

1. Dongare, T., *GMP in Pharmaceutical Industry - Global cGMP and Regulatory Expectations*, Pharma Med Press
2. Douglas J. Pisano, David Mantees, *FDA Regulatory: A Guide for Prescription Drugs, Medical Devices, & Biologics,* CRC *Press*
3. Guarino, A., R., *New Drug Approval Process: Accelerating Global Registrations,* Drugs and the Pharmaceutical Sciences
4. Mann R., Chopade, V.V., *Pharmaceutical Regulatory Science*, Thakur Publication Pvt. Ltd
5. Weinberg, S., *Good Laboratory Practice Regulations*, Marcel Dekker Inc
6. Singh, G., *Drug Regulatory Affairs*, CBS Publication
7. Sao, R., *Perfect Quality Assurance & Quality Control*, Jaypee Publication

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VIDYASAGAR UNIVERSITY
MBA: FOURTH SEMESTER
Paper Code: MBA- 415B
Subject: Strategic Management in Pharmaceutical Industry
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objective

This course is designed to enable participating students to gain knowledge and understanding in theory and practice of building competitive, advantage, managing the boundaries and expanding the scope of organizations.

Course Contents

Unit I: Strategic Management: Introduction, Strategic Management, Need, Scope, Key Features and Importance of Strategic Management, Role of Strategists in Decision Making, Strategists at Various Management Levels, Types of Strategies, Limitations of Strategic Management

Unit II: Strategy Analysis: Introduction, Strategy Analysis and Its Importance, Environmental Appraisal and Scanning Techniques, Organizational Position and Strategic Advantage Profile, Strategic Management Model

Unit III: Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and Its Stages, Strategic Implications of Five Competitive Forces, Formulating Functional Level Strategies , Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit IV: Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and Its Meaning, Key Stakeholder's Expectations

Unit V: Forecasting and Decision Strategy: SWOT Analysis, Long Term Goals, Time Series Patterns, Forecast Accuracy, Moving Average and Exponential Smoothing, Trend Projection, Seasonality Decision Analysis- Problem Formulation, Influence Diagrams, Payoff Tables, Decision Trees, with

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and without Probabilities, Risk and Sensitivity Analysis. Multi-Criteria Decisions: Goal Programming

Unit VI: Strategies and Process of Discovering: Developing and the Approval of New Drugs and Biologics, Impact of Government Oversight and Regulation, Patents on Pharmaceuticals and Biologics Generics and "Biosimilars"; Franchise/ R&D Portfolio Management; Rx Product Life Cycle Management

Unit VII: Emerging Concepts in Marketing: Vertical & Horizontal Marketing; Rural Marketing; Consumerism; Industrial Marketing; Global Marketing

Suggested Readings:

1. Wheeleen, L., T., Hunger, J. D., *Strategic Management and Business Policy*, Prentice Hall, USA

2. Thompson, A., Strickland, A.J., *Strategic Management, Concepts and Cases*, Prentice Hall, USA

3. Johnson, G., Scholes, K., *Exploring Corporate Strategy*, Prentice Hall

4. Smarta, R., B., Strategic *Pharmaceutical Management*, Pharma Med Press

5. John, P., *Strategic Management: Formulation, Implementation and Control*, McGraw Hill Education

6. David, R., F., *Strategic Management: Concept and Cases*, Phi Publication

7. Mehta, R.,M., *Pharmaceutical Industrial Management*, Pharma Med Press

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