

Department of Management Studies

MBA Curriculum

FIRST SEMESTER

Sl. No	Sub. Code	Subject	L-T-P	Credits
1	MS1001	Organizational Management and Behavioral Theory	3-0-0	3
2	MS1002	Marketing Management	4-0-0	4
3	MS1003	Quantitative Techniques	3-0-0	3
4	MS1004	Management Accounting	4-0-0	4
5	MS1005	Managerial Economics	4-0-0	4
6	MS1007	Statistical Techniques for Business	3-0-0	3
7	MS1051	Business Communication - 1	0-0-3	2
8	MS1052	Systems Lab	0-0-3	2
TOTAL				25

SECOND SEMESTER

Sl. No	Sub. Code	Subject	L-T-P	Credits
1	MS2001	Human Resource Management	3-0-0	3
2	MS2002	Research Methodology	4-0-0	4
3	MS2003	Operations Research	3-0-0	3
4	MS2004	Operations Management	3-0-0	3
5	MS2005	Indian Business Environment	3-0-0	3
6	MS2006	Information Systems for Business	3-0-0	3
7	MS2007	Financial Management	4-0-0	4
8	MS2052	Business Communication – 2	0-0-3	2
TOTAL				25

THIRD SEMESTER

Sl. No	Sub. Code	Subject	L-T-P	Credits
1	MS3001	International Business and E - Commerce	3-0-0	3
2	MS3002	Business Ethics and Corporate Governance	3-0-0	3
3	MS3003	Supply Chain Management	3-0-0	3
4	MS3004	Project Management & Entrepreneurship	3-0-0	3
5		Elective I	3-0-0	3
6		Elective II	3-0-0	3
7		Elective III	3-0-0	3
8	MS3051	Summer Internship Project	0-0-4	4
TOTAL				25

FOURTH SEMESTER

Sl. No	Sub. Code	Subject	L-T-P	Credits
1	MS4001	Strategic Management	4-0-0	4
2	MS4002	Business Law and Corporate Taxation	4-0-0	4
3		Elective IV	3-0-0	3
4		Elective V	3-0-0	3
5	MS4051	Project and Seminar Presentation	0-0-11	11
TOTAL				25

SUMMARY OF COURSES

Sub Discipline: DEPARTMENTAL CORE

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS1001	Organizational Management and Behavioral Theory	3-0-0	3	Dr. D Pal
MS1002	Marketing Management	4-0-0	4	Dr. K Mandal
MS1003	Quantitative Techniques	3-0-0	3	Dr. G Bandyopadhyay
MS1004	Management Accounting	4-0-0	4	Dr. A De
MS1005	Managerial Economics	4-0-0	4	Prof. M Roy
MS1007	Statistical Techniques for Business	3-0-0	3	Dr. G Bandyopadhyay
MS2001	Human Resource Management	3-0-0	3	Dr. D Pal
MS2002	Research Methodology	4-0-0	4	Dr. G Bandyopadhyay & Dr. K Mandal
MS2003	Operations Research	3-0-0	3	Dr. G Bandyopadhyay
MS2004	Operations Management	3-0-0	3	Mr. S Sarkar
MS2005	Indian Business Environment	3-0-0	3	Prof. M Roy
MS2006	Information Systems for Business	3-0-0	3	Dr. N Banerjee
MS2007	Financial Management	4-0-0	4	Dr. A Dutta
MS3001	International Business and E - Commerce	3-0-0	3	Prof. M Roy
MS3002	Business Ethics and Corporate Governance	3-0-0	3	Dr. A Ghosh
MS3003	Supply Chain Management	3-0-0	3	Mr. S Sarkar
MS3004	Project Management & Entrepreneurship	3-0-0	3	Dr. A Dutta
MS4001	Strategic Management	4-0-0	4	Dr. N Banerjee & Dr. A Ghosh
MS4002	Business Law and Corporate Taxation	4-0-0	4	Dr. A De

Sub Discipline: DEPARTMENTAL ELECTIVES

SEMESTER III

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS9011	Brand and Product Management	3-0-0	3	Dr. K Mandal
MS9012	Consumer Behaviour	3-0-0	3	Dr. N Banerjee & Dr. K Mandal
MS9013	Marketing Communication	3-0-0	3	Dr. N Banerjee
MS9014	Advanced Marketing Research	3-0-0	3	Dr. K Mandal
MS9015	International Marketing	3-0-0	3	Dr. N Banerjee
MS9016	B2B Marketing	3-0-0	3	Dr. K Mandal
MS9017	Data Analysis using Application Software	3-0-0	3	Dr. Gautam Bandyopadhyay

MS9018	OR in Marketing	3-0-0	3	Dr. Gautam Bandyopadhyay
MS9019	Environmental Economics	3-0-0	3	Prof. M Roy
MS9020	Economics of Growth & Development	3-0-0	3	Prof. M Roy
MS9021	Logistics Management	3-0-0	3	Mr. S Sarkar
MS9022	Financial reporting, Analysis & Accounting Standards	3-0-0	3	Dr. A De
MS9023	Advanced Accounting & Costing	3-0-0	3	Dr. A De
MS9024	Decision Modeling	3-0-0	3	Mr. S Sarkar
MS9025	System Dynamics	3-0-0	3	Mr. S Sarkar
MS9026	Investment & Portfolio Management	3-0-0	3	Dr. A Dutta
MS9027	Risk management	3-0-0	3	Dr. A Dutta
MS9028	Optimization Techniques using Application Software	3-0-0	3	Dr. Gautam Bandyopadhyay
MS9029	Computer Network & Information Security	3-0-0	3	
MS9030	Globalization & International Monetary Economics	3-0-0	3	Prof. M Roy
MS9031	Managerial Psychology	3-0-0	3	Dr. D Pal
MS9032	Dynamics of Organizational Effectiveness	3-0-0	3	Dr. D Pal
MS9033	HR Selection & Recruitment	3-0-0	3	Dr. N Banerjee
MS9034	Environmental Marketing	3-0-0	3	Prof. M Roy
MS9035	Banking Management	3-0-0	3	Dr. A Ghosh

SEMESTER IV

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS9050	Economic Analysis For Sustainable Industrialization	3-0-0	3	Prof. M Roy
MS9051	Strategic Marketing & Rural Marketing	3-0-0	3	Dr. N Banerjee & Dr. K Mandal
MS9052	Service Marketing & Retail Marketing	3-0-0	3	Dr. N Banerjee
MS9053	Sales and Distribution Management	3-0-0	3	Dr. K Mandal
MS9054	Forecasting in Finance	3-0-0	3	Dr. A Dutta
MS9056	Sustainable Development	3-0-0	3	Prof. M Roy
MS9057	Selected Aspects of Macroeconomics And their Application in Business Strategies	3-0-0	3	Prof. M Roy
MS9058	Merger & Acquisition	3-0-0	3	Dr. A De
MS9059	Corporate Finance	3-0-0	3	Dr. A De
MS9060	Advance Production and Inventory Control	3-0-0	3	Mr. S Sarkar
MS9061	Maintenance Management	3-0-0	3	Mr. S Sarkar
MS9062	Financial Services and Market	3-0-0	3	Dr. A Dutta
MS9063	International Finance	3-0-0	3	Dr. A Ghosh
MS9064	On-line Branding & Advertising	3-0-0	3	Dr. N Banerjee
MS9065	Strategic Implementation and Business Transformation	3-0-0	3	Prof. M Roy
MS9066	Organisational Leadership, Power & Politics	3-0-0	3	Dr. D Pal
MS9067	Positive Organizational Behaviour & Values in Management	3-0-0	3	Dr. D Pal

MS9068	Managing Transition: Organizational Change & Development	3-0-0	3	Dr. D Pal
MS9069	Training & Development	3-0-0	3	Dr. N Banerjee
MS9070	Marketing in International Environment	3-0-0	3	Prof. M Roy
MS9071	Quantitative Marketing	3-0-0	3	Dr. K Mandal
MS9072	Human Resource Development and Knowledge management	3-0-0	3	Prof. M Roy

Sub Discipline: NON-DEPARTMENTAL CORE

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS1006	Statistical and Numerical Methods	3-1-0	4	Mr. S Sarkar
MS1008	Financial Management	3-1-0	4	Dr. A Ghosh
MS3005	Optimization Technique	3-1-0	4	Dr. G Bandyopadhyay

Sub Discipline: OPEN ELECTIVES (*Not offered to students of MBA*)

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER

Sub Discipline: LABORATORY & SESSIONAL COURSES

MS1051	Business Communication - 1	0-0-3	2
MS1052	Systems Lab	0-0-3	2
MS2052	Business Communication – 2	0-0-3	2

Sub Discipline: PROJECT, SEMINAR etc.

MS3051	Summer Internship Project	0-0-4	4
MS4051	Project and Seminar Presentation	0-0-11	11

DETAILED SYLLABI OF COURSES

SEMESTER- I [MBA]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1001	Organizational Management and Behavioral Theory	3-0-0	3	Dr. D Pal

Module 1:

Organizations and Management: Concept, Features, Approaches: socio-technical systems, Machine-based; perspectives, work, process of organizations; Organizational Behaviour: Nature(Features, Levels, Contributing disciplines), Integrative Model of OB, People-centered practices, Human & Social Capital, Positive Organizational Behaviour.

Approaches to Management Practice: Classical School of management; Behavioural School of management; Other management perspectives: Contingency, TQM, Systems, McKinsey 7-S framework, The Theory Z perspective [6]

Module 2:

Managerial functions, Levels of management, Types of managers; Managerial roles(Mintzberg's), skills, Skill profile, Managerial competencies, Variations in the manager's jobs; Changing nature of organizations: Challenges for managers: Diversified workforce(Demographics, women, culture); ethics; globalization; technological innovation, Managers of contemporary organizations.

Organizational Structure: Concept, Elements, Types & characteristics (Mechanistic & Organic), Organizational Design, Basic parts of an organization, Common Organizational Forms (Functional, Divisional, Matrix), Team, Network-based structures, Boundary less organizations. [5]

Module 3:

Perception: Concept; perceptual process; Factors (External & internal), Gestalt Principles of Perceptual organization, Social perception in organizations: Model, Elements, theories of perception in organizations, Managerial implications; Perceptual Biases/errors (nature & types); Strategies of improving perceptions, Perception mapping.

Impression Management: Concept, Process; empirical framework; techniques.

Personality: Nature, Determinants; Important theories, their application in organizations; Concept of core self-evaluation and its components (locus of control, self-esteem, self-efficacy, emotional stability-Type A, Type B); Measurement of Personality (Different Questionnaires, Projective Tests) & application in organizations. [9]

Module 4:

Work Motivation: Concept, Nature; Theories & their managerial applications (Different types of Content & Process theories).

Work Attitudes: Components, characteristics, Cognitive Dissonance, Shaping-changing employee attitudes; work related attitudes: Job satisfaction: perspectives, genesis; Theories & their implications, Measurement, Antecedents, Consequences; Organizational Commitment: Concept, Types, Withdrawal behaviours (nature, different models), Task performance & Organizational Commitment,

Trends & application in organizations.

[8]

Module 5:

Emotions at Work: nature and types; managing emotions in organizations; Emotional Labour, Emotional intelligence- Nature, Components of EI, Models, Measurement Tools of EI, Relevance in organizations.

Stress in the workplace: Concept, Stress Response Pattern, Types of stress, Theory of work stress; organizational stress- Stressors and causes, Consequences; Burnout; Coping strategies and stress management at individual and organizational levels.

[7]

Note: Case studies will be discussed.

TEXT BOOKS:

1. Robbins, S. P., Judge, T.A. & Sanghi, S. (2010). *Organizational Behaviour*. New Delhi: Prentice- Hall of India.
2. Pierce, J.L & Gardner, D.G. (2010). *Management & Organizational Behaviour: An Integrated Perspective*. New Delhi: Cengage Learning.

REFERENCE BOOKS:

1. Luthans, F. (2014). *Organizational Behaviour: An Evidence-Based Approach*. New Delhi: McGraw-Hill Education (India).

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1002	MARKETING MANAGEMENT	4-0-0	4	Dr. K Mandal
<p>1. BASIC MARKETING UNDERSTANDING: Importance and scope of marketing, Core marketing Concepts & Fundamental Models of Marketing, Various Marketing Orientation 4Ps & 4Cs of Marketing. [6LH]</p> <p>2.SEGMENTATION, TARGETING AND POSITIONING: Levels of marketing segmentation, Bases for segmentation consumer marketing ,Effecting segmentation principles, Different ways of selecting market segment, Basic concept of positioning, POP, POD. [10LH]</p> <p>3. ANALYZING CONSUMER MARKET: Understanding the role of macro & micro environment in marketing Factor influence consumer behavior Buying Decision Process: The five stage model Consumer Involvement. [8 LH]</p> <p>4. MARKETING PRODUCT AND SERVICE: Product Level- The customer value Hierarchy Classification of product, Product life cycle – Stages & strategies, Basic concept of branding, Difference between product and service, Classification of Services & Special 3Ps of services, Service differentiation, service productivity, Internal marketing Service Quality gap model. [7 LH]</p> <p>5. DEVELOPING PRICING STRATEGIES FOR MARKETING OF AN ORGANIZATION: Understanding pricing and its roles & importance Setting the price - a six step method Special Emphasis on different methods of pricing Price Discounts & allowances, promotional Differential pricing. [4 LH]</p> <p>6. MARKETING CHANNELS & PHYSICAL DISTRIBUTION: Physical Distribution system (Special emphasis on FMCG & SMCG), Different Channel partners & there function, Channel typology with emphasis on VMS, Factor responsible channel Design. [4 LH]</p> <p>7. MARKETING COMMUNICATION: Understanding Intergraded Marketing Communication, Developing effective communication, Marketing communication mix & comparative evaluation of various means of Communication. [4 LH]</p> <p>8. CONTEMPORARY ISSUES IN MARKETING: Rural marketing, Cause related marketing, Social networking sites based marketing. [2 LH]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Philip, K.: <i>Marketing Management</i> (Millenium Ed.) 2. Kotlar,P., Lane,K.,& Koshy, A. & Jha,M. : <i>Marketing Management</i> (Twelfth Ed.) Publishe by-Pearson Prentice hall. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Ramaswamy, V.S., & Namakumari, S.: <i>Marketing management</i> (Third Ed.)-. Published byMacmillan. 2. Saxena, R.: <i>Marketing management</i> (Third Ed.)-. Published by-Tata McGraw hill. 3. Baines, P., Chris Fill & Kelly: <i>Marketing Management</i>- Page. Published by- Oxford 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1003	QUANTITATIVE TECHNIQUES	3-0-0	3	Dr. G Bandyopadhyay
<p>1. Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination). [4]</p> <p>2. Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities).Examples of Business Applications. [6]</p> <p>3. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable. [4]</p> <p>4. Differentiation concepts: Derivatives of different function, 2nd order differentiation and partial derivatives ,applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses. [6]</p> <p>5. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus. [6]</p> <p>6. Difference Equation [linear and non linear homogeneous and non homogeneous functions with real life cases] [4]</p> <p>7. Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis. [5]</p>				
<p>TEXT BOOKS:</p> <p>1. J.K. Sharma, “<i>Mathematics for Management and Computer Applications</i>”, New Delhi, Galgotia Publication</p> <p>2. S. Saha, “<i>Business Mathematics and Quantitative Techniques</i>”, Calcutta, Central Book Agency</p>				
<p>REFERENCE BOOKS:</p> <p>1. Quantitative analysis for managers by render, b stair, r.m, hanna, m.e and badri t n 11/e Pearson publication</p> <p>2. R. Jayprakash Reddy and Y. Mallikarynna Reddy, “<i>A Text book of Business Mathematics</i>”, New Delhi, Ashish Publishing House</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1004	MANAGEMENT ACCOUNTING	4-0-0	4	Dr. A De
<p>1. Financial Accounting</p> <p>1.1 Introduction to Accounting Basic accounting concepts, accounting equations, conventions, accounting principles and Accounting standards (3) Journal, Ledger, Cash book (2)</p> <p>1.2 Valuation of fixed assets and Inventory Valuation of Fixed Assets, concepts of tangible and intangible assets (1) Depreciation of fixed assets and methods of depreciation. (2) Inventory valuation principles and methods. (2)</p> <p>1.3 Financial Statement Preparation and Analysis Preparation of Trial Balance, Trading, Profit & Loss account and Balance Sheet. (6) Basic idea of Financial Report Analysis.</p> <p>1.4 Corporate Accounting Basic entries for Issue of shares and debentures. (1) Corporate presentation of Profit & Loss account and Balance Sheet. (3)</p> <p>1.5 Fund flow & Cash Flow Statement Concept of Cash from Operation, Cash from Investing and Financing Activities. (1) Preparation of Cash Flow Statement and Fund Flow Statement. (3)</p> <p>2. Cost Accounting</p> <p>2.1 Introduction to Cost Accounting Overview of Cost Accounting, Cost Classification and Segregation. Relationship with Financial Accounting. (1) Allocation, Apportionment and Distribution of Overheads (1) Absorption Costing Concept, Under Absorption and Over Absorption of Overheads (1) Minimisation of Total Inventory Cost: Economic Order Quantity and Different Levels of Materials. (2) Cost Sheet, Job and Batch costing. (3)</p> <p>2.2 Marginal Costing and Cost-volume Profit Analysis Break Even Analysis, Applications of Marginal Costing in decision making – Key Factor considerations (4)</p> <p>2.3 Budgets, Budgetary Control and Variance Analysis Functional Budgets - Flexible Budgets, Basics of Budgeting & Budgetary Control (2) Basic idea on Standard Costing: Materials Cost and Labour Cost Variances only (2)</p> <p>2.4 Misc. Concepts Integrated Accounting System, Basic idea on Activity Based Costing (1)</p> <p>3. Case Study Case Study on Accounting. (2) Case Study on Costing. (1)</p>				
<p>TEXT BOOKS:</p> <p>1) M.C. Shukla, T.S. Grewal & S.C. Gupta, Advanced Accounts, S. CHAND, 2011 2) M.C. Shukla, T.S. Grewal & S.C. Gupta, Cost Accounting Text and Problems, S. CHAND, 1/e</p>				
<p>REFERENCE BOOKS:</p> <p>1) R. Naryanswamy, Financial Accounting: A Managerial Perspective, PHI LEARNING, 5/e 2) Bhabatosh Banerjee, Cost Accounting Theory and Practice, PHI LEARNING, 13/e 3) M.N. Arora, A Text Book of Cost and Management Accounting, VIKAS PUBLISHING HOUSE PVT. LTD., 10/e</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1005	MANAGERIAL ECONOMICS	4-0-0	4	Prof. M Roy
<p>1. Nature and scope of Managerial economics; Role of Managerial Economics in decision making; Relationship to other Functional Areas of Business Administration Studies [2]</p> <p>2. Demand and Revenue analysis ,Supply and Demand function and their determinants : The Managerial Challenge; Demand elasticities and its implications in Managerial decision making, Economics of consumer behavior ,Consumer surplus, Demand estimation :Qualitative research technique and Statistical estimation by Regression Analysis, Demand Forecasting: Qualitative and Quantitative forecasts (Time series Analysis, Smoothing Techniques, Barometric Methods, Econometric Methods). [10]</p> <p>3. Theory of the firm-The objective and Value of the firm, Nature and Function of Profits, Optimization Analysis and New Management Tools, Alternate objectives of firm: Sales maximization model (Baumol), Model of management utility maximization (Oliver Williamson), The Satisfying behavior (Richard Cyert and James March, building on the work of Herbert Simon, Production and cost analysis: Theory and estimation; Optimal combination of inputs, Cost-volume profit analysis [10]</p> <p>4. Price and output Determination: The competitive model,Monopoly model, Price discrimination,Public policy and regulation of monopoly, Monopolistic competition & oligopoly model, Oligopoly and market concentration; Price rigidity without collusion, Tacit collusion and price leadership, Perfect collusion- The cartel, Game Theory and Strategic Behavior [10]</p> <p>5. Investment and Risk Analysis-The Capital budgeting process, Capital Rationing and the Profitability Index, The cost of capital and international competitiveness, Measuring risk and uncertainty, in Managerial decision making, Production of Deplorable resources- Inter temporal Aspects, Interest Rates and determination, Information and Risk-Asymmetric information, Signalling, Hidden Actions, Macroeconomic aggregates-Output, Price level, Inflation and Unemployment, The New Economy – Network industries, Internet pricing models [10]</p> <p>6. Case Study Analysis [3]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. G. S.Gupta, Managerial Economics 2. Truet and Truet, Managerial Economics 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 3. Gujrati Damodar, Basic econometrics 4. Henry, William R., and W. Warren Hayens, Managerial Economics 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER																												
MS 1007	STATISTICAL TECHNIQUES FOR BUSINESS	3-0-0	3	Dr. G Bandyopadhyay																												
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">1. Introduction to Statistics</td> <td style="width: 50%; text-align: right;">(1)</td> </tr> <tr> <td>2. Frequency Distribution</td> <td style="text-align: right;">(2)</td> </tr> <tr> <td>3. Measures of Central Tendency</td> <td style="text-align: right;">(2)</td> </tr> <tr> <td>4. Measures of Dispersion</td> <td style="text-align: right;">(2)</td> </tr> <tr> <td>5. Measures of Moments Skewness & Kurtosis</td> <td style="text-align: right;">(2)</td> </tr> <tr> <td>6. Correlation & Regression</td> <td style="text-align: right;">(4)</td> </tr> <tr> <td>7. Probability</td> <td style="text-align: right;">(4)</td> </tr> <tr> <td>8. Random Variable</td> <td style="text-align: right;">(2)</td> </tr> <tr> <td>9. Discrete Distribution</td> <td style="text-align: right;">(3)</td> </tr> <tr> <td>10. Continuous Distribution</td> <td style="text-align: right;">(3)</td> </tr> <tr> <td>11. Concept of Sampling</td> <td style="text-align: right;">(4)</td> </tr> <tr> <td>12. Estimation</td> <td style="text-align: right;">(2)</td> </tr> <tr> <td>13. Testing of Hypothesis</td> <td style="text-align: right;">(3)</td> </tr> <tr> <td>14. Work & Teach</td> <td style="text-align: right;">(1)</td> </tr> </table>					1. Introduction to Statistics	(1)	2. Frequency Distribution	(2)	3. Measures of Central Tendency	(2)	4. Measures of Dispersion	(2)	5. Measures of Moments Skewness & Kurtosis	(2)	6. Correlation & Regression	(4)	7. Probability	(4)	8. Random Variable	(2)	9. Discrete Distribution	(3)	10. Continuous Distribution	(3)	11. Concept of Sampling	(4)	12. Estimation	(2)	13. Testing of Hypothesis	(3)	14. Work & Teach	(1)
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<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. David Levine, T. Krenbil, P.K.Viswanathan, “<i>Business Statistics</i>”, Pearson Education, 2008. 2. Levin & Rubin - <i>Statistics for Management</i> (7th edition): Prentice Hall/Pearson Education 																																
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Applied Business Statistics By Ken Black WILEY publication 2. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “<i>Fundamentals of Statistics</i>”, Allahabad: Kitab Mahal 																																

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1051	BUSINESS COMMUNICATION - 1	0-0-3	2	
<p>NATURE AND SCOPE OF COMMUNICATION- Nature and scope of communication; Functions of communication; Communication basics; Communication networks; Informal Communication; Inter-personal communication; Communication barriers. [6L]</p> <p>2. EFFECTIVE MANAGERIAL COMMUNICATION -Strategies for improving organizational communication; Control over the flow of Communication, Understanding intercultural communication, Technology enabled business communication, encourage open feedback. [5L]</p> <p>3. NON- VERBAL COMMUNICATION SIGNIFICANCE - Forms of non-verbal communication; Types of non- verbal communication; Case-study [5L]</p> <p>4. GROUP DISCUSSION - Introduction, benefits and assessment; Workplace GD guidelines; Team presentations [7L]</p> <p>5. EFFECTIVE LISTENING- Types and barriers to effective listening; Business Presentations and public speaking [7L]</p> <p>6. Business plan and presentation; Business letters; Corporate reports [5L]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Raman, M. and Singh, P.: Business communication(2nd edition) 2. Business Communication- Hory Sankar Mukherjee, Oxford University Press 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Business Communication Today, Courtland L. Bovee, John. V. Thill. 2. Communication Skills, Sanjay Kumar & PushpLata, Oxford University Press 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1052	SYSTEMS LAB	0-0-3	2	

Details

Lecture Hours

1. MS-Word 2007	
1.1 Hyperlinks & Bookmarks	
Create a Bookmark and Hyperlink to a document, Hyperlink to a Place in the same document.	(1)
1.2 Table of Contents	
Creating and Update Table of Contents, Creating and editing Footnotes, Endnotes, Captions	(1)
1.3 Mailing Features	
Application of Mail Merge in business letters. Use of conditional (with if) Mail Merge	(2)
2. Ms Excel 2007	
2.1 Getting Started With Excel	
Entering labels and values, using AutoSum, editing cell entries, simple formulas, printing options, worksheet views	(2)
2.2 Windows, Managing Windows, Multiple Windows, Splitting Windows, Freezing Panes	(1)
2.3 Working with Formulas and Functions	
Creating complex formulas, inserting and typing a function, moving and copying data, Linking Worksheets and Workbooks.	(3)
2.4 Formatting a Worksheet	
Apply Conditional Formatting with complex applications. Name and move a sheet.	(4)
2.5. Working with Charts	
Plan, create, move, resize, and format charts. Change chart design and layout.	(2)
2.6 Analyzing Data Using Formulas	
Use a variety of functions and complex formulas for Business Data Analysis	(4)
2.7 Managing Workbook Data	
View and Arrange Worksheets, Protect Worksheets, Custom Views, Worksheet Background, Hyperlinks, Grouping Worksheets	(3)
2.8 Using Tables & Analyzing Table Data	
Plan and create a table; add, find and replace, delete, sort, and print a table. Using formulas in a table, Auto filter, Advanced filters, extract data, look up values, data base functions, Data Validation, using subtotals for filtered data	(2)
2.9 Automating Worksheet Tasks	
Work with Macros: plan, enable, record, run, edit, assign to shortcut keys and buttons	(2)
2.10 Analyzing Data with PivotTables	
Pivot-tables features and its practical applications	(1)
3. Ms Access 2007	
Application of MS-Access reports features, query generation, link with MS-Excel files	(2)
4. Accounting Package	
Preparation of Final Accounts with the help of Tally ERP 9. 2	
5 Live Projects	
Live MS-Excel projects/ Tally Project/ MS-Access Project	(3)
	Total = 35

TEXT BOOKS:

- 1) D. Whigham, Business Data Analysis using Excel, OXFORD UNIVERSITY PRESS, 2010
- 2) John F. Balow, EXCEL Model for Business and Operations Management, WILEY, 2/e

REFERENCE BOOKS:

- 1) K. Scott Proctor, Building Financial Models with Microsoft Excel A Guide for Business Professionals, WILEY., 2/e
- 2) Tally Manual:
<http://mirror.tallysolutions.com/Downloads/TDL%20Developer/TDL%20Reference%20Manual.pdf>

SEMESTER- II [MBA]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2001	HUMAN RESOURCE MANAGEMENT	3-0-0	3	Dr. D Pal

MODULE 1

HRM- INTRODUCTION: Evolution of HRM, HRM & Personnel Management, Domains and versions of HRM, Modern HRM, Features, Goals and Scope of HRM, HR Activities, HR Policies and Principles, HRM Models, Human Capital Management, Role of HR Manager, HRM challenges, HR Competencies & Careers.

HUMAN RESOURCE PLANNING: Nature, HRP process, Benefits, Scanning External environment, Internal assessment of organization, Forecasting HR Supply & Demand (different methods), Succession Planning, Talent Management, Managing HR surplus and shortage, Downsizing- concept, approaches, HRIS- Concept, uses.

STRATEGIC HRM: Perspectives, Scope, Process and Issues, Benefits of SHRM, Strategic fit, HR Strategy (Pattern, SHRM Models, Practice approaches to SHRM), SHRM & functions of HRM, Role of SHR Manager, Strategic HR Tools, Creating an HR Score Card, Implementation. [10]

MODULE 2

JOB DESIGN & JOB ANALYSIS: Job Design: Person-Job Fit, Approaches, Job Characteristics Model, Alternative Work Schedules and Locations, Implementation. Job Analysis: Concept, Format of Job Description, Job Specification, Role Profile, Process (stages), Different Methods, Uses; Competency based Job analysis- Kinds of competencies, Competency modeling & mapping.

RECRUITMENT: Nature, Labour market, Stages in details (including activities, decisions related to recruitment), Sources and methods (External-types, Internal-types with advantages & disadvantages of both), aspects of E-recruitment (Social Media, Internet), Recruiting effectiveness, legal aspects related to recruitment in India.

SELECTION: Nature, Criteria & Predictors, Reliability-forms & Validity-forms, Selection errors and ratios, Utility of the selection system, Process in details, methods (Selection Testing-different types of tests), Selection Interview: Types, uses, effectiveness, problems. [12]

MODULE 3

EMPLOYEE TRAINING: Concept, Employee Orientation, Need and rationale of Training, Process, Methods of training, Designing and delivering of training programme, Evaluation.

PERFORMANCE APPRAISAL: Nature, Relation with Performance Management; Process, Uses, Methods (Attribute, Behaviour, Ranking, Narrative, Results-based), MBO process, Common rating errors. [6]

MODULE 4

COMPENSATION MANAGEMENT: Strategic Pay Plans, Establishing Pay rates, Competency-based Pay, Designing Incentive Programs, Employee benefits.

EMPLOYEE RELATIONS: HRM'S role in promoting fair treatment; Indian Labour Unions; Collective Bargaining: Concept, Process; Grievances: Sources, Procedure. [7]

Note: Case studies will be discussed.

TEXT BOOKS:

1. Dessler, G. & Varkkey, B.(2009) *Human Resource Management*. Pearson.

REFERENCE BOOKS:

1. Armstrong, M. (2011) *Armstrong's Essential Human Resource Management Practice*. Kogan Page.
2. DeCenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of Human Resource Management* New York: John Wiley & Sons.

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2002	RESEARCH METHODOLOGY	4-0-0	4	Dr. G Bandyopadhyay & Dr. K Mandal

1. Research: definition, characteristics, application and type. Basic understanding of research methodology, steps of research applied in social science and management. Initial conceptualization of research problem, Literature review and development of theoretical and conceptual framework. Framing of research problem and objective, Understanding of variables- independent, dependent, moderating and latent, understanding research queries and construction of hypothesis. Research design. [8]

2. Exploratory descriptive and causal research. Experimental design, Possible error in experimental design, Statistical and non statistical study design:- Before after with or without control, time series, double control, non matched control group, Solomon four group, placebo, Completely Randomized design, Randomized Block design, Latin Square design and basis idea of factorial design. [10]

3. Measurement and scaling in management research, General concept and instrument design [4]

4. Probability distributions-(i) Discrete distributions - Binomial, Poisson (ii) Continuous distributions - Uniform, Exponential, Normal, Log Normal Sampling Methods and Sampling Distributions-(i) Statistics and Parameter (ii) Types of sampling - random and non-random sampling (iii) Sampling distributions - conceptual basis; standard error; sampling from normal populations; Central Limit Theorem; relationship between sample size and standard error; Finite Population Multiplier [6]

5. Estimation-(i) Point Estimation – properties of estimators; the method of moments and the method of maximum likelihood (ii) Interval Estimation – basic concepts; interval estimates and confidence interval; calculation of interval estimates of mean and proportion from large samples; interval estimation using the t distribution; determining the sample size in estimation. Hypothesis Testing - (i) Basic Concepts – Null and Alternative Hypotheses; Type I and Type II errors; the p – value; the significance level; power of a test (ii) One Sample Tests – hypothesis testing of means when the population standard deviation is known and when it is unknown; hypothesis testing of proportions for large samples (iii) Two Sample Tests – tests for difference between means – large sample sizes and small sample sizes; test for difference between proportions – large sample sizes; testing difference between means with dependent samples [6]

6. Chi-square and Analysis of Variance -(i) Chi-square as a test of (a) independence and (b) goodness of fit (ii) ANOVA – basic concepts; the F distribution and the F statistic; inferences about a population variance; inferences about two population variances. Non-parametric tests - (i) Basic concepts (ii) The Sign Test (iii) The Signed-Rank Test (iv) Rank Sum Tests – The Mann-Whitney U Test; The Kruskal-Wallis Test (v) Tests based on runs (vi) Rank Correlation (vii) Kolmogorov-Smirnov Test [6]

7. Time series and Forecasting - (i) Variations in time series; trend analysis; cyclical, seasonal and irregular variations; consideration of all four components of a time series (ii) Time Series analysis in forecasting. Multivariate data analysis (demonstration of software package)-(i) Basic concepts (ii) Types of multivariate techniques (iii) Factor Analysis (iv) Multiple Regression Analysis (v) Discriminant Analysis (vi) Cluster Analysis [5]

TEXT BOOKS:

- Hair, Anderson, Tatham and Black – *Multivariate Data Analysis* (6th edition); Pearson Education
- Tull and Hawkins- *Marketing research: Measurement and Method*, Prentice Hall India, latest edition

REFERENCE BOOKS:

- Lind, Marchal and Wathen – *Statistical Techniques in Business and Economics*(13th edition); TMH
- Bajpai Naval-Business Research Methods- Pearson Education
- Mishra Prahalad- *Business Research Methods*- Oxford university press

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2003	OPERATIONS RESEARCH	3-0-0	3	Dr. G Bandyopadhyay
<p>1. LINEAR PROGRAMMING- a) Formulation of LP Models b) Graphical LP Solution c) Simplex Method d) Artificial Variables – Big M - Method and Two-phase Method e) Duality, Sensitivity Analysis, Shadow Price and their economic interpretation Software package to be used in (b), (c), (d) and (e) above. [10L]</p> <p>2. TRANSPORTATION, TRANSHIPMENT AND ASSIGNMENT MODELS -a) Construction of Transportation, Transshipment and Assignment Models b) The Transportation Algorithm c) The Hungarian Method for the Assignment Problem d) The Transshipment problem Software package to be used for implementing the algorithms. [6L]</p> <p>3. GAME Theory with pure and mixed strategy and application of LPP in game theory [3L]</p> <p>4. Integer Linear Programming Branch Bound and Cutting plane algorithm</p> <p>5. DECISION ANALYSIS -a) Decision Making under Certainty – Analytic Hierarchy Process b) Decision Making under Risk and Uncertainty [4L]</p> <p>6. PERT and CPM including Crashing [4L]</p> <p>7. QUEUEING MODELS-a) M/M/1 Queues and applications b) M/M/c and M/M/c/k Queues and their applications [4L]</p> <p>8. SIMULATION MODELS (Use of package) -a) Construction of Simulation Models b) Generation of Random numbers from discrete distributions Application models to be discussed in detail. [4L]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer 2. Hillier, F.S. and Lieberman, G.J. : Operations Research (8th edition), 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Taha, H.A. : Operations Research - An Introduction (8th edition), Prentice Hall/Pearson Education 2. Winston, Wayne L. – Operations Research: Applications and Algorithms (4th edition); Thomson Learning 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2004	OPERATIONS MANAGEMENT	3-0-0	3	Mr. S Sarkar
<p>TOTAL LECTURE HOURS: (3X12 = 36 HOURS)</p> <p>Section-1: Operations Strategy & Managing Change with a Quality Perspective Introduction – Basic model of OM, OR & OM, Brief on various types of systems, Role of Quality (with various views of Juran, Deming, Crosby), Productivity in OM, Measurement of Productivity using DEA, Competitive Advantage Model, Various strategies of OM, 8 lectures</p> <p>Section-2: Quality dimensions Product quality, acceptance sampling, control chart preparation, process capability measurement, Service Quality (in brief), 4 lectures</p> <p>Section-3: Product Design A brief on Product Development, QFD with case study, Value Analysis (problem discussion) 4 lectures</p> <p>Section-4: Demand Forecasting Introduction to forecasting, Time Series, Application of Exponential Smoothing, Double Exponential Smoothing, ... 6 lectures</p> <p>Section-5: Process Selection and Design Process Design, Analysis, Job Design, Method Study, Time Study, Work Measurement, manufacturing 2 lectures</p> <p>Section-6: Operations scheduling & control Discussion and application of various methods of Loading, Sequencing and Scheduling, application of Queuing models 10 lectures</p> <p>Section-7: Inventory Control Systems Derivation and application of EOQ, EPQ models, MEOQ models, 4 lectures</p> <p>Section-8: Supply Chain Management A brief on SCM 1 lecture</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Modern Production / Operations Management by Buffa & Sarin 2. Operations Management for Competitive Advantage: by Chase, Jacobs 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Quality Management: by Bedi; 2. TQM: by Evans 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2005	Indian Business Environment	3-0-0	3	Prof. M Roy
<p>1. Business Environment: Meaning and scope, organizational environment, Corporate culture, Diverse influence of environment on organization, Macro- economic environment: Economic growth, Circular flow of income and National Income Accounting, Sources and uses of National Income. National income and employment, Income determination in extended Models, Multiplier theory and its working in Indian economy, [4]</p> <p>2. The Theory of Investment and Acceleration Principle, Impact of inflation on investment, Investment and stock market, Employment and unemployment, Stabilization policies, Job loss, Job finding and The Natural Rate of Unemployment, Unions and collective bargaining, Unemployment insurance and increase in NRU. Business cycle, Inflation: causes, consequences and remedies, Inflation and unemployment: the great Trade off. [8]</p> <p>3. Planning in India: Role, Strategies and Evaluation, Indian Economic Reforms, Structural Adjustments and Growth, Fiscal sector reforms, Monetary sector reforms and their implications in Indian Business; External sector reforms; Trade policy and implications in Indian Business; Global financial crisis, Eurozone crisis and its impact on Indian business environment [8]</p> <p>4. Industrial Policy 1948, 1956, 1991: an overall evaluation of the New Industrial Policy, Industrial sector reforms, Public sector: role, performance, disinvestment and privatization PSUs, disinvestment process and asset valuation, National Investment fund, Industrial sickness, causes, and government policy to reduce sickness [8]</p> <p>Society and business, social responsibility of business, Carrol’s model, Social responsibility and ethics, Corporate governance and corporate accountability in Indian business, Problems and challenges, Environment, climate change and sustainable environment, New economic policy of the BJP Government. Case Study analysis and class presentation. [8]</p>				
<p>TEXT BOOKS:</p> <p>1. Business Environment, Suresh Bedi(2004).Excel Books, New Delhi.</p> <p>2. Business Environment. Chidabaram& V. Alagappan.(2003).New Delhi: Vikas Publishing House.</p>				
<p>REFERENCE BOOKS:</p> <p>1. India’s Economic Reforms. Joshi Vijaya. Oxford University Press.</p> <p>2. India’s Economic Policy: Preparing for the 21st Century.,BimalJalan. Oxford Book and Stationary.</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2006	INFORMATION SYSTEMS FOR BUSINESS	3-0-0	3	Dr. N Banerjee
<p>1. Information and Systems: Concept of data and information, Characteristics of good information, Dimensions of information, Types of information processing, Concept of knowledge and wisdom, DIKW hierarchy, Need of quality information in business organizations, Meaning of systems, Elements of a system, Types of systems. [5]</p> <p>2. Management Decision Making and Information Systems: Organizational Foundation of Information Systems, The process of decision making, Decision making levels of an organization, Operational, Managerial, and Executive levels. [5]</p> <p>3. Information Systems in Business: Integrating Information Systems with Business Strategy, Transaction Processing Systems, Management Information Systems, Executive Information Systems, Decision Support Systems, Expert Systems, Forward chaining and Backward chaining, Office Automation Systems. [7]</p> <p>4. Enterprise Systems: Information flow within an organization, Internally Focused Applications, Value Chain framework, Externally Focused, Evolution of Enterprise Systems, Enterprise Resource Planning system, Customer Relationship Management system, Supply Chain Management system. [8]</p> <p>Systems Development Life Cycle: Reasons for developing a new Information System, Sources of new project requests, Managing project review and selection, Different Stages of SDLC, Preliminary investigation, Determination of system requirements (Systems Analysis), Systems design, Systems development, Systems testing, Implementation, Evaluation and maintenance. [10]</p>				
<p>TEXT BOOKS:</p> <p>1. K. C. Laudon , & J. P. Laudon, <i>Management Information Systems: Organization and Technology</i>, Macmillan. (Latest edition)</p> <p>2. I. Hawryszkiewicz, <i>Introduction to Systems Analysis and Design</i>, Pearson. (Latest edition)</p>				
<p>REFERENCE BOOKS:</p> <p>1. G.B.Davis, & M.H.Olson, <i>Management Information Systems</i>, Mcgraw Hill Education. (Latest edition)</p> <p>2. J. A. O'Brien, <i>Introduction to Information Systems</i>, Tata McGraw Hill. (Latest edition)</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2007	FINANCIAL MANAGEMENT	4-0-0	4	Dr. A Dutta
	Overview of Financial Management		(2)	
	Financial Statement Analysis- Ratio Analysis-		(4)	
	Securities and their valuation		(4)	
	Time Value of Money		(3)	
	Cost of Capital		(3)	
	Capital Expenditure Decision		(3)	
	Financing Decisions		(1)	
	Operating, Financial and Combined leverage/Capital Structure		(4)	
	Working Capital Management			
	Overview		(1)	
	-Inventory Management		(2)	
	- Receivables Management		(2)	
	- Cash Management		(2)	
	Working Capital Finance and estimation		(2)	
	Sources of Long term Finance		(3)	
	Overview of Capital Market		(3)	
	Presentation / Case study		(6)	
			45	
TEXT BOOKS:				
1. Pandey, I. M., Financial Management, Vikas Pub., New Delhi.				
2. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill.				
3. Cases in Financial Management- I. M. Pandey				
REFERENCE BOOKS:				
1. Khan, M.Y. and Jain, P.K., Financial management, Tata McGraw Hill.				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 2052	Business Communication -2	0-0-3	2	
<p>1. Interviews: Introduction, Types of interview, General preparation of interview, importance of non verbal aspects in an interview, mock interview. [6]</p> <p>2. Resume: resume writing, formats of resume, guidelines in preparing an effective resume. [4]</p> <p>3. Business etiquette: Introduction, dining etiquettes, business manners, customer care, B2B etiquette. [4]</p> <p>4. Report writing: definition, purpose, objectives of report, kinds of reports, guidelines in writing a report. [4]</p> <p>5. Research: Introduction, Statement of the problem, abstract and executive summary, preparation of research paper, Questionnaire development, Selection of suitable method, discussion of findings and analysis, presentations. [6]</p> <p>6. Principles of Letter ; Writing Nature & Function of letters, Principles, Elements of structure, Forms of Layout, Styles of presentation. Business Correspondence: Inviting quotations, Sending quotations, placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence. [6]</p> <p>7. Other Business Communication, Memorandum, Essentials of a memorandum, Press release, tender, Drafting Inter -office Memo, Notices, Agenda, Minute. [5]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Communication Skills, Sanjay Kumar & PushpLata, Oxford University Press 2. Business Communication, Raymond V Lesikar, Marie, E, Flatley, Kathryn Re ntz, NeerjaPande. Mcgraw Hill 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Business Correspondence and Report Writing, R.C.Sharma, Krishna Mohan. Mcgraw Hill 2. Communication for Business, Shirley Taylor, V.Chandra, Pearson 				

SEMESTER- III [MBA]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 3001	International business and E-commerce	3-0-0	3	Prof. M Roy
<ol style="list-style-type: none"> 1. Global International business Environment-key concepts; Economic, Social, Cultural and Legal environment; Understanding Emerging markets; Strategy and Opportunity Assessment in International Environment (4 hours) 2. International trade theory: Mercantilism, Absolute advantage and Comparative advantage theory,Factor Endowment theory, The New Trade theory, International Product Life-cycle theory. (4 hours) 3. International trade Patterns; World trade: An Overview; Modes of international expansion; Types and patterns of FDI, Collaborative Ventures and Ethical behavior; Global sourcing and its implications for Public Policy and Corporate Citizenship; Policy framework for international business. (4 hours) 4. International Economic Integration; Theoretical framework of PTAs; Growth of Regional Trading Agreements; Regional Trade Agreements, Multilateral Trading System under the WTO. . (4 hours) 5. International Marketing; Market identification, Segmentation and Targeting; Entry Mode Decision; Product and International Pricing Decision.. (4 hours) 6. International finance- International Monetary Systems; Foreign Exchange Market; Global Cash Management; International Trade Finance. (4 hours) 7. International human resource management-Concept and international organizational Structures; Strategic Orientation and Practices for IHRM, Managing IHRM activities; Regulatory framework and Industrial relations. (4 hours) 8. E- Commerce in Indian Business context-conceptual framework; E- business technology and Environment; E- business Applications; E- Business models ; Policy framework for global E- business. E-strategy and knowledge management, E-customer relationship management (4 hours) 9. Case Study Analysis. (4 hours) 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Cristofer Bartlett and S Ghosal, Transnational Management: Text, Cases, and Readings in Cross – Border Management. 2. Robert T. Moran and John R. Rosenberger, The Global Challenge (McGraw- Hill) 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Peter Drucker, Management Challenges for the 21st century. 2. G.K. Chadha, WTO and Indian economy. 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 3002	Business Ethics & Corporate Governance	3-0-0	3	Dr. A Ghosh
<ol style="list-style-type: none"> 1. Introduction to Business Ethics Introduction, Ethical frameworks. (Case Study: Satyam Computers) (4) 3. Concepts and theories of Business Ethics & values Normative theories, ethical theories, Ethical Principles in Business. (5) 3. Typical problems in Business Ethics Marketing Ethics of consumer protection (Case Study: Wockhardt Ltd) (2) 4. Typical problems in Business Ethics Marketing Ethics (Case Study: The cola conundrum) (3) 5. Typical problems in Business Ethics Ethics & Finance (Case Study: Xeroxing corruption) (3) 7. Typical problems in Business Ethics Environmental ethics (Case Study Documentary : A coke controversy) (3) 8. Typical problems in Business Ethics Ethics & Society BBC Documentary: Dark side of Chocolate. (3) 9. Complexity of Ethical issues Complexity of Ethical issues, Role of business in society. CSR and Corporate Governance (Case Study: Satyam) (2) 10. Corporate Governance Basic concepts, CSR and Corporate Governance (Case Study: Satyam) (3) 11. Aspects of Corporate Governance Role and functions of BoDs, Independent directors, auditors, audit committees etc. (3) 12. Corporate Governance in India Development of Corporate Governance practices in India, K M Birla committee report, Cadbury committee reports etc. (2) 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Business Ethics & Corporate Governance- A.C. Fernando, Pearson Education, 2nd edition 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Business Ethics: Concepts and Cases- Manuel G. Velasquez, Pearson Education, 7th edition 2. Corporate Governance- Erik Banks, Macmillan, 2004 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 3003	Supply Chain Management	3-0-0	3	Mr. S Sarkar
<p>Total number of classes required: 3x12 = 36 hours</p> <p>Introduction to SCM: Definition, its relation with materials management & logistics management, Close loop supply Chain (to understand the basic domain), Impact of not exchanging information & Bullwhip Effect, Relationship between Value chain & Supply Chain, Technological aspects, objective of the course (5 hours)</p> <p>Existence of Various Supply Chains: Brief on competitive advantage, various types of products & suitable supply chains, strategic aspects are dealt in order to understand the role of economy of scale, & related case studies (3 hours)</p> <p>Study of various Strategies: push pull & other strategies, understanding of JIT system, MRP System, Job shop System & synchronous manufacturing system and how do they help in making such strategies, risk pooling strategy with examples (9 hours)</p> <p>Tactical Planning in SCM: Aggregate Planning, Study of Master Production Schedule & various types of ATPs, (4 hours)</p> <p>Networking & Design of Supply chain: Definition and various types of location problems, application of LINGO to solve real life problems (6 hours)</p> <p>Distribution Models: Study of inventory systems, probabilistic inventory models for different type of products, study & application of DRP models, (6 hours)</p> <p>Supplier Selection: Make or Buy decision, Importance of Supplier Selection, study of the way of purchasing, important factors related to supplier selection, mathematical models to carry out it (3 hours)</p>				
<p>TEXT BOOKS: SUPPLY CHAIN MANAGEMENT BY CHANDRASHEKARAN (OXFORD) DESIGNING AND MANAGING SUPPLY CHAIN BY SIMCHI LEVY (TMH)</p>				
<p>REFERENCE BOOKS: SUPPLY CHAIN MANAGEMENT BY CHOPRA LOGISTICS & SUPPLY CHAIN MANAGEMENT BY AGARWAL</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 3004	PROJECT MANAGEMENT & ENTREPRENEURSHIP	3-0-0	3	Dr. A Dutta
<p>Project Identification: -Selection of product, identification of market, preparation of feasibility study / report Project formulation -Evaluation of risks, preparation of Project report (3)</p> <p>Selection of location & site of the project -Factors affecting location -policies of Central / State Government towards location - Legal aspects of project management (3)</p> <p>Financial Analysis: -Profitability Analysis -Social Cost Benefit Analysis preparation of Budget and Cash Flows. (5)</p> <p>Financing of the Project: -Source of finance -Cost implications thereof Financial Institutions - Guidelines for finding projects, Risk Analysis -Sensitivity Analysis (3)</p> <p>Quantitative Aspects of projects: - PERT/CPM Network Analysis for monitoring of the project -Other quantitative techniques for monitoring and Control of project (4)</p> <p>Understanding Entrepreneurship: Concept of Entrepreneur, Entrepreneurial Motivation Entrepreneurship. Entrepreneurial characteristics and skills – Entrepreneurial success and failures. Entrepreneurial Process, Steps of entrepreneurial process, Deciding – Developing – Moving – Managing – Recognizing. (4)</p> <p>Venture Promotion- Environment and opportunity analysis, Understanding Internal Competences. Generating of Funds with special emphasis on Venture capital. SSI-Specified activities, status, Legal requirements and steps for setting up a new unit. Corporate entrepreneurship and related issues like Innovation and Idea generation (4)</p> <p>Case study Analysis: Success and Failure in entrepreneurship (4)</p> <p>Video lecture / interaction by successful entrepreneur (5)</p> <p style="text-align: right;">Total hours - 35</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Essentials of Entrepreneurship and Small Business Management – Thomas & Norman (Pearson) 2. Entrepreneurship and New Venture Creation – David H Halt (PHI) 3. Project Planning, Implementation and Control – Prasanna Chandra. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Management of Small Scale Industry – Basant Desai (HPH India) 2. The International Entrepreneur Bringing Technology and engineering to the real economy – David Bodde (PHI) 3. Project Management for Business and Technology – J M Nicholas 				

DEPARTMENTAL ELECTIVE [SEMESTER III]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9011	BRAND AND PRODUCT MANAGEMENT	3-0-0	3	Dr. K Mandal
<p>1. EXISTING PRODUCT MANAGEMENT: Product level, product line, product width, product breadth, product variant, product line stretching and product pruning , Product life cycle , Product portfolio decision: BCG and Pareto analysis with numerical exercise [6LH]</p> <p>2. NEW PRODUCT MANAGEMENT: New Product Development Stages with application of Perceptual Mapping and Conjoint Analysis, Roger’s model of new product information diffusion, forecasting models for new product: Bass & others. [6LH]</p> <p>3. BRAND & BRANDING: (Brand challenges, Branding in a dynamic and competitive business environment with special emphasis to Indian environment), What Brand Communicates?- pyramid of branding activities and Scopes of Branding, Understanding social psychology of the brand and model of emotion driven choice & emotional involvement, Choosing & developing brand elements-criteria, Brand sponsor decision. [6LH]</p> <p>4. BRAND EQUITY: Brand equity and how Brand equity generates value (Aaker concept), Brand equity Measurements & Models, Yound and Rulican Asset valuator, Keller’s model of brand building hierarchy, Aaker’s criteria of measurement, Elliot & Percy model of brand equity synthesis. [6LH]</p> <p>5. BRAND POSITIONING: Brand Positioning, 4W’s of Positioning, Evaluating and choosing Brand Positioning platform, Pursuit of differential advantages-Who am I? What am I? For whom am I? And Why me? Positioning with non-functional value, Celebrated case studies of positioning success with special reference to India. [5LH]</p> <p>6. BRAND PERSONALITY-measurement and self concept, how it creates brand equity. [1LH]</p> <p>7. Brand image and identity, six facets of Brand identity, Stretching of a Brand-Leverage and types of brand and line extension, criteria for good brand extension: elasticity analysis fit, value perception and edge, Success and failure case analysis of brand extension. [5LH]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Majumdar, R.: <i>Product management in India</i>. Third Edition, PHI Learning Private Limited. 2. Baisya,R.: <i>Branding in a Competitive Market Place</i> (Sage) 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Michael Baker, Susan Hart: <i>Product strategy and management</i>. 2nd edition. Pearson education. 2. Sengupta,S.: <i>Brand positioning</i> (TMH) 3. M. Sagar et.al. : <i>Brand Management-</i> (Ane Books Pvt Ltd) 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9012	CONSUMER BEHAVIOUR	3-0-0	3	Dr. N Banerjee & Dr. K Mandal
<p>1. Introduction to Consumer Behavior: What is consumer behavior, Consumer behavior and the marketing concept, Scope and relevance of consumer behavior Studies, Contributions of other disciplines toward development of consumer behavior, Market segmentation, targeting, and positioning. [4]</p> <p>2. Consumer Purchase Decision Process: What is a consumer purchase decision, Situational variables, Role of Involvement, Levels of consumer decision making, Basic Model of Consumer Behavior. [4]</p> <p>3. Internal Determinants of Consumer Behaviour: Perception and its application in Marketing management, learning memory and product positioning, Application of motivation theories in understanding consumer behaviour, Personality and emotion and their application in marketing. [12]</p> <p>4. External Determinants of Consumer Behavior: Influence of Culture and Subculture; Influence of Social Class, Influence of Reference Groups, and Family Influences. [10]</p> <p>5. Diffusion of Innovations: Diffusion and adoption of innovations, Types of innovation, Diffusion process, Adoption process, Consumer innovator. [5]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. L.G. Schiffman & L.L. Kanuk , <i>Consumer Behaviour</i>, Prentice Hall of India. (<i>Latest edition</i>) 2. Del I hawkins, Roger J Best, Kenneth A Coney and Amit Mookherjee, <i>Consumer Behaviour: Building Marketing Strategy</i>, TMH Ninth Edition 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. R.Majumdar, <i>Consumer Behaviour: Insights from Indian Market</i>, PHI Learning. (<i>Latest edition</i>) 2. J Paul Peter and Jerry C. Olson, <i>Consumer Behaviour and Marketing Strategy</i>, Mcgraw-Hill/Irwin Series in Marketing) 7th Edition 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9013	MARKETING COMMUNICATION	3-0-0	3	Dr. N Banerjee
<p>1. Marketing Communications: Meaning of Marketing Communication, Tools of Marketing Communication, Integration of Marketing Communication, Key IMC features, Marketing Communication Program, Basic model of communication, Consumer response process, Consumer Processing Models. [4]</p> <p>2. Marketing Communication Objective setting and Budgeting: Marketing communication objectives, Hierarchy of Marketing communication effects, Should Marketing communication objective be stated in terms of sales, Types of budgeting. [3]</p> <p>3. Advertising Management: What is advertising, Evolution of advertising, Functions of advertising, Types of advertising, Advertising process, Segmentation and Positioning in relation to advertising. [4]</p> <p>4. Advertising agencies: Purpose of advertising agencies, Types of advertising agencies, Advertising agency commission, How advertising agencies gain clients. [3]</p> <p>5. Advertising messages: Creating effective advertising, Concept of creativity, Order of message points presentation, Conclusion drawing, Message sidedness, Refutational messages, Subliminal messages, Advertising message appeals, Advertising message source traits. [4]</p> <p>6. Advertising Media Planning: Useful terminologies, Selecting the target audience, Media objectives, Media buying, Media mix decision, Media Category Selection, Media vehicles, Media scheduling types, Traditional media, Internet, Other media. [4]</p> <p>7. Measuring Advertising Effectiveness: Purpose, Pre-testing, Post testing. [3]</p> <p>8. Social and Ethical Issues in Advertising: Critics view of advertising as a detrimental force, Counter arguments of proponents of advertising, Ethics of Targeting, Issues related to advertising being untruthful, deceptive, and offensive, Regulations. [3]</p> <p>9. Sales Promotion: What is sales promotion, Purpose and limitations of sales promotions, Reasons for the increase in Sales Promotion, Types of sales promotion. [3]</p> <p>10. Consumer Promotions: Concept of PR, Publicity, Direct Marketing and Personal Selling, PR Tools, Implementing the PR program, Positive and negative publicity, Use of database in direct marketing, Tools of direct marketing, Responsibilities of salespeople in Personal selling, Problems with personal selling. [4]</p>				
<p>TEXT BOOKS:</p> <p>1. D.A. Aaker , J. G. Myers & R. Batra, <i>Advertising Management</i>, Pearson India. (Latest edition)</p> <p>2. W. D.Wells, J. Burnett & S. Moriarty, <i>Advertising: Principles and Practice</i>, Pearson. (Latest edition)</p>				
<p>REFERENCE BOOKS:</p> <p>1. K.E. Clow, D.E. Baack, <i>Integrated Advertising, Promotion and Marketing Communications</i>, Pearson Education. (Latest edition)</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9014	Advance Marketing Research	3-0-0	3	Dr. K Mandal
<p>1. Application of univariate and multivariate techniques in solving marketing problem. Application of independent sample, before –after T, chi- square statistics to solve marketing problem; Guidelines for application of statistical software. [8 Hours]</p> <p>2. Application of principal component analysis for solving marketing problems. Hotelling and moment methods of principal components identification. Software based understanding of the same .Naming of identified principal components. [7 Hours]</p> <p>3. Application of cluster analysis for solving market –segmentation problem. Making of similarity index from categorical data .Distance and correlation based approach for building similarity index. Software based application. [7 Hours]</p> <p>4. Application of conjoint analysis in designing consumer preference. Discussion of case studies in relation to design new product /service. [5 Hours]</p> <p>5. Application of Multi-dimensional scaling for solving relevant marketing problems. Advance Experimental design and its application. [7 Hours]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Richard A. Johnson & Dean W. Wichern. <i>Applied Multivariate Statistical Analysis.</i> 2. Joseph F. Hair, William C. Black, Barry J. Babin, Rolph E. Aderson. <i>Multivariate Data Analysis.</i> 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Naresh K. Malhotra. <i>Marketing Research: An Applied orientation.</i> 2. Prahlad Mishra. <i>Business Research Methods.</i> Oxford university press India 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9015	INTERNATIONAL MARKETING	3-0-0	3	Dr. N Banerjee
<ol style="list-style-type: none"> <li data-bbox="196 327 1455 520">1. Introduction to International Marketing: Concept of international marketing, Domestic marketing vs international marketing, Scope and challenges in international marketing, Motivating factors of international marketing, Benefits of international marketing, Globalization of Competition, Emerging Trends in International Marketing. [4] <li data-bbox="196 541 1455 630">2. The Global Economy: International Trade, Basic Theories of World Trade, Outsourcing, Developments in the world economy. [4] <li data-bbox="196 651 1455 844">3. Cultural Dynamics and International Marketing: Meaning of culture, Importance of culture in international marketing, Key dimensions of culture, Language and communication, Cultural differences, Challenges of crossing cultural boundaries, Achieving cross cultural success in international marketing. [4] <li data-bbox="196 865 1455 1003">4. Political and Legal Systems in International Marketing: Political environment, Types of government, Political risks in international marketing, Legal frameworks, Different legal systems, International dispute settlement processes. [4] <li data-bbox="196 1024 1455 1163">5. International Marketing Mix and Consumer Behaviour: Identification of Markets, Product Policy, Promotion Strategy, Pricing Strategy, International Distribution, Understanding consumer behaviour. [7] <li data-bbox="196 1184 1455 1323">6. International Marketing Research: Concept of marketing research, Need for conducting international marketing research, Conducting and managing international marketing research, Assessing international market size and sales potential, Marketing information systems. [4] <li data-bbox="196 1344 1455 1432">7. Negotiation and Market Entry Modes: Concept of negotiation, Types of negotiation, International negotiation, Successful negotiation strategies, Foreign market entry strategies. [4] <li data-bbox="196 1453 1455 1591">8. Export Documentation and Procedures: Registration of Exports, Export Quotations, Steps in processing export order, Export procedures, Insurance Documents, Instruments of Payments, Letter of Credit, Managing risks in international trade. [4] 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> <li data-bbox="149 1675 1214 1709">1. R. M. Joshi, <i>International Marketing</i>, Oxford University Press. (Latest edition) <li data-bbox="149 1717 1334 1751">2. P. R. Cateora & J.L. Graham, <i>International Marketing</i>, Tata McGraw Hill. (Latest edition) 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> <li data-bbox="149 1822 1425 1856">1. J. Shaw & S. Onkvisit, <i>International Marketing: Strategy and Theory</i>, Routledge. (Latest edition) <li data-bbox="149 1864 1237 1898">2. W. J. Keegan, <i>Global Marketing Management</i>. Pearson Education. (Latest edition) 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9016	B2B MARKETING	3-0-0	3	Dr. K Mandal
<p>1. B2B MARKETING: Introduction, integrated business development, relevant models on industrial buyer behaviour and implication for the same. [10LH]</p> <p>2. B2B MARKET SEGMENTATION: Market segmentation and techniques of market segmentation. [5LH]</p> <p>3. PRICING OF B2B/INDUSTRIAL PRODUCTS AND SERVICES: Basic of formulation, Miracle's classification, general cost centred approach, standard and sealed based pricing, relative contribution approach. [8LH]</p> <p>4. DISTRIBUTION OF B2B/INDUSTRIAL PRODUCTS AND SERVICES: Distribution management, types of channel flow, distribution strategy and cost benefit analysis, channel selection and supervision. [7LH]</p> <p>5. Case study analysis for standard B2B/industrial product, fabricated B2B/ industrial product and capital equipment and service. [5LH]</p>				
<p>TEXT BOOKS:</p> <p>1. Ghosh, P.K. <i>Industrial Marketing</i>. Oxford higher education</p> <p>2. Michael D. Hutt, Dheeraj Sharma , Thomas W. Speh .<i>B2b Marketing- a South Asian Perspective</i>. 11th edition, Cengage Learning.</p>				
<p>REFERENCE BOOKS:</p> <p>1. Rishna K. Havaladar. <i>Industrial Marketing</i>. The Mcgraw Hill Companies.</p> <p>2. Kanwal ,N. Kapil, Jaydeep Mukherjee. <i>Case studies in Marketing</i>. Pearson.</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9017	DATA ANALYSIS USING APPLICATION SOFTWARE	3-0-0	3	Dr. Gautam Bandyopadhyay
<p>Unit 1: Introduction to the concepts and setting the context: Data, Information, Knowledge, Wisdom. Different views on data, information and knowledge. Understanding the notions of information. [2L]</p> <p>Unit 2: Meaning of SPSS. Concept of Data analysis using SPSS. Classification of SPSS [2L]</p> <p>Unit 3: Concept of variable View data view, Output View, Draft view and Syntax view with real life example. [2L]</p> <p>Unit 4: Concept of OLAP with example, Concept of outlier with real case study and use of explore command. [4L]</p> <p>Unit 5: Analysis of Univariate, Bivariate and Multivariate data using SPSS [4L]</p> <p>Unit6: Analysis of generalized linear model using SPSS [4L]</p> <p>Unit 7: Analysis of Cross sectional, Longitudinal and Panel data using SPSS , SAS and Eviews softwares [10]</p> <p>Unit 8: Validation of Multivariate techniques using AMOS softwares [7]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1) Data Analysis Using SAS by C.Y. Joanne Peng Indiana University Sage Publication 2) SPSS Manual 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1) Design Evaluation and Analysis of Questionnaires for survey Research. 2nd Edition Willem E. Saris Irmtraud N. Gallhofer by WILEY 2) Business Forecasting NINTH Edition by John E. Hanke & Dean W. Wichern PHI Learning 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9018	OR IN MARKETING	3-0-0	3	Dr. Gautam Bandyopadhyay
<p>Unit1: LINEAR PROGRAMMING- a) Formulation of LP Models b) Graphical LP Solution c) Simplex Method d) Artificial Variables – Big M - Method and Two-phase Method e) Duality, Sensitivity Analysis, Shadow Price and their economic interpretation Software package to be used in (b), (c), (d) and (e) above. [10L]</p> <p>Unit2: DECISION ANALYSIS -a) Decision Making under Certainty – Analytic Hierarchy Process b) Decision Making under Risk and Uncertainty [4L]</p> <p>Unit3: MARKOV PROCESSES AND MARKOV CHAINS -a) State transition diagrams b) Calculation of the state of the system at any time period c) Calculation of the long-run system state (both for systems with and without absorbing states): Fundamental Matrix and associated calculations. Application models to be discussed in detail Brand Switching Model [6L]</p> <p>Unit4: SIMULATION MODELS (Use of package) -a) Construction of Simulation Models b) Generation of Random numbers from discrete distributions Application models to be discussed in detail. [4L]</p> <p>Unit5: Dynamic Programming only deterministic model for application in marketing problem [4]</p> <p>Unit6: Construction of Game theory related with two or three competitive market [4]</p> <p>Unit7: GOAL PROGRAMMING -a) Construction of Goal Programming Models b) Goal Programming Algorithms for marketing problem. [3]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> <li data-bbox="162 1129 1104 1161">1. Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer <li data-bbox="162 1163 1036 1194">2. Hillier, F.S. and Lieberman, G.J. : Operations Research (8th edition), 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> <li data-bbox="162 1260 1372 1291">1. Taha, H.A.: Operations Research - An Introduction (8th edition), Prentice Hall/Pearson Education <li data-bbox="162 1293 1453 1360">2. Winston, Wayne L.- Operations Research: Applications and Algorithms (4th edition); Thomson Learning 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9019	Environmental Economics	3-0-0	3	Prof. M Roy
<ol style="list-style-type: none"> <li data-bbox="196 331 1382 405">1. Environmental problems and policy solutions, Quality of the Environment, The costs of Environmental Protection, Social Choice Mechanisms, [4] <li data-bbox="196 443 1430 558">2. Efficiency and Competitive markets Efficiency in Exchange: Goods, and Bads, Efficiency in production, Efficiency with and without markets, Supply, Demand and Efficiency, Benefit-Cost Analysis [6] <li data-bbox="196 596 1414 669">3. Market Failure: Public Bads and Externalities, Excludability, Rivalry, Optimal provision of Public Goods and Public Bads, Pricing Public Goods and Bads. [4] <li data-bbox="196 707 1414 781">4. Property Rights The Coase Theorem, Pigovian Fees, Multiple Polluters: The Equi-marginal principle ,Fee versus subsidies, Imperfect Competition [4] <li data-bbox="196 819 1430 892">5. Regulating pollution , Rational for Regulation, Basic Regulatory Instruments, Complications for environmental regulations, [2] <li data-bbox="196 930 1446 1087">6. Emission fees and marketable permits , Sources, Receptors and Transfer Coefficients, Emission Fees, Marketable Ambient Permits, Zonal Instruments, Implementing Marketable Permits, Regulations with Unknown Control Costs, Audits, Enforcement and Moral Hazards , Risks and uncertainty, [8] <li data-bbox="196 1125 1430 1199">7. The Income Effect and the Environmental Demand Theory, Optimal level of Emission, Trans boundary pollution, Hedonic price Methods [4] <li data-bbox="196 1236 1414 1310">8. Household production and constructed markets. Defensive Expenditures, Travel Cost, Stated Preferences, Application of theory in real life problem [4] 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> <li data-bbox="196 1402 1442 1476">1. Bhattacharya, R.N., ed. <i>Environmental Economics: An Indian Perspective</i>. Oxford University Press, USA, 2001. <li data-bbox="196 1476 1149 1507">2. Pearce, David W. <i>Environmental economics</i>. London: Longman, 1976. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> <li data-bbox="196 1581 1401 1654">1. Totenberg, Thomas H., and Lynne Lewis. <i>Environmental and natural resource economics</i>. No. HC79. E5. T52 1992.. Reading, MA: Addison-Wesley, 2000. <li data-bbox="196 1654 1425 1728">2. Turner, R. Kerry, David Pearce, and Ian Bateman. <i>Environmental economics: an elementary introduction</i>. Harvester Wheat sheaf. 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9020	Economics of growth and development	3-0-0	3	Prof. M Roy
<p>1. Economic Growth: Importance, sources and limitations Harrod-Domar growth model, The Neo-classical growth model, Money in Neo-classical growth model, Convergence and Poverty Traps [4]</p> <p>2. Growth and Distribution: Robinson's model, Kalecki Theory of distribution, Kaldor's model of economic growth, Pasinetti's theory of growth [4]</p> <p>3. Economic Inequality, Income and Growth, Poverty and Undernutrition, Population growth and economic development, Rural –urban interaction, Rural-urban migration, Land, labour and credit market. [4]</p> <p>4. Total factor productivity and Growth Accounting, Data Envelopment Analysis, Index number, Econometric Methods and their limitations, [4]</p> <p>5. Technical change and Production process, Hick's classification, Harrod's classification and Solow's classification of Technical change,, Neo-classical model of technical change [4]</p> <p>6. Models of optimal economic growth, The Ramsey Model, The Cass- Koopmans Model of growth, The Golden rule of accumulation ,Multi sector growth model, Endogenous growth model [4]</p> <p>7. Development and Underdevelopment, Measurement and Indicators of Development, Population and development [4]</p> <p>8. Classical theories of development, Schumpeter and Capitalist development, Theories of Underdevelopment [4]</p> <p>9. Resource allocation and growth strategy in developing countries, Investment criteria, choice of technique, A.K. Sen's approach, Cost Benefit Analysis and shadow price [4]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Chang, Ha-Joon, ed. <i>Rethinking development economics</i>. Vol. 1. Anthem Press, 2003. 2. Van den Berg, Hendrik. <i>Economic growth and development</i>. World Scientific Pub., 2012. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Naqvi, Syed Nawab Haider. "The nature of economic development." <i>World Development</i> 23.4 (1995). 2. Little, Ian Malcolm David. "Economic development: theory, policy, and international relations." (1982). 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9021	Logistics Management	3-0-0	3	Mr. S Sarkar

Total number of classes required: 3x12 = 36 hours

Integrated Global Supply Chain and Logistics Management: Introduction to supply chain and logistics management, Current supply chain strategies, Customer service and logistics, Channels of distribution, planning framework for logistics, Logistics management and organization **2 hours**

Inventory Management Supply Chains: Inventory flows and supply chains, Forms of inventory and their role, Inventory as buffer islands in a supply stream, Demand amplification and distortion, setting and measuring the effectiveness of inventory, Planning and forecasting, Collaborative approaches to optimization **2 hours**

Outsourcing Trends and Best Practice: Outsourcing operations and services, Value added services, Key drivers for outsourcing, The selection process, Outsourcing management, Managing the 3PL relationship, Detailed metrics and Key Performance Indicators (KPIs) **2 hours**

Logistics Contracts: Logistics risks and insurance (Liability - value added services, Risk management tools), Third and fourth party logistics solutions (Agents and principals, Determining contractual capacity, Liability, What are 3PL and 4PL solutions and risk profile), When to use a tailor-made contract (Standard conditions, Special agreements, Key commercial clauses), The tender process, Negotiation techniques, Contract management **4 hours**

Freight Transport Industry - Introduction and Development: Economics, environment and policy (Effect of trade deregulation on industrial development, Global sourcing, industry relocation and its impact on transportation requirement, Globalisation and energy efficiency, The environment and CO2 emissions, Legislation, authorities and the regulatory environment **2 hours**

Freight Transport Industry - Road, Rail, Air and Sea Transport: Transport characteristics (Road, Rail, Air, Sea), Pressures on the industry (Social, Security, Environmental), Forecasting transportation demand, Port and terminal capacity, Current and future trends **6 hours**

Warehouse and Distribution Centre Design: Outsourcing of warehouse operations, Warehouse location planning, Operations - order picking, packaging, Warehouse design and fittings, Storage systems –manual and automated, Combined storage and order fulfilment systems, Sorting systems, Warehouse layouts and material flow, Control systems, The green influence, Building and utilities, Storage, Material handling, Monitoring overall energy and carbon usage, Distribution transport, Waste management **6 hours**

Information Communications Technology and Supply Chains: Supply chain and IT strategy, The role of supply chain systems in business change, Transaction systems, Planning systems, Data analysis and reporting, ASP, outsourcing and security, Transport management systems, Supply co-ordination and warehousing systems, Implementation, IT and process mapping tool **6 hours**

Performance Measurement and Improvement - Optimisation Strategies: Background to logistics and supply chain management, Modelling techniques in logistics and supply chain management, Review of logistics and supply chain performance indicators, Analytical performance and benchmarking techniques, Current issues in supply chain performance and optimization **6 hours**

TEXT BOOKS:

SUPPLY CHAIN MANAGEMENT BY CHANDRASHEKARAN (OXFORD)
DESIGNING AND MANAGING SUPPLY CHAIN ... BY SIMCHI LEVY (TMH)

REFERENCE BOOKS:

SUPPLY CHAIN MANAGEMENT BY CHOPRA
LOGISTICS & SUPPLY CHAIN MANAGEMENT BY AGARWAL

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9022	FINANCIAL REPORTING, ANALYSIS ACCOUNTING STANDARDS	3-0-0	3	Dr. A De

Details	Lecture Hours
1. Corporate Financial Reports Preparation Preparation of Corporate Balance Sheet and Profit & Loss Accounts with special reference to relevant Accounting Standards, Provision of Companies Act relevant to the preparation of Final Accounts	(4)
Preparation of Cash Flow Statement with reference to Accounting Standards-3 and its interpretation	(3)
2. Interpretation and Analysis of Financial Reports Financial Ratio Analysis, Industry related analysis, DuPont Analysis, Sickness Prediction	(4)
3. Decision Making through Cost-volume Profit Analysis Relevant Costs, Break Even Analysis, Applications of Marginal Costing in decision making –Product Mix, Key Factor Analysis, Make or Buy Decision Making, Profit Maximization through Break Even Analysis	(6)
4. Budgetary Control and Analysis Planning and preparation of Budgets, Fixed and Flexible Budgets, Standard Costing and Variance Analysis	(6)
5. Contingencies and Events Occurring after the Balance Sheet Date Understanding the Accounting Standard-4: Contingencies and Events Occurring after the Balance Sheet Date	(2)
6. Net Profit or Loss for the period, Prior Period Items and Changes in Accounting Policies Understanding the Accounting Standard-5: Net Profit or Loss for the period, Prior Period Items and Changes in Accounting Policies	(2)
7. Revenue Recognition Understanding the Accounting Standard-9: Revenue Recognition	(2)
8. Segment Reporting Understanding the Accounting Standard-17: Segment Reporting	(2)
9. Basic and Diluted Earnings Per Share Understanding the Accounting Standard-20: Earnings Per Share	(2)
10. Accounting for Taxes on Income Understanding the Accounting Standard-22: Accounting for Taxes on Income	(2)
Total	- 35

TEXT BOOKS:

- 1) M.C. Shukla, T.S. Grewal & S.C. Gupta, Advanced Accounts Vol-2, S. CHAND, 17/e
- 2) P.C. Tulsian, Practical Costing, S. CHAND, 1/e

REFERENCE BOOKS:

- 1) D. S. Rawat, Student's Guide to Accounting Standards, TAXAAMNN'S, 28/e
- 2) I. M. Pandey, Financial Management, VIKAS PUBLISHING HOUSE PVT. LTD., 9/e

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9023	ADVANCED ACCOUNTING AND COSTING	3-0-0	3	Dr. A De

Details Lecture Hours

1.	Issue of Shares & Debentures, Bonus Shares, Redemption of Preference Shares and Corporate Financial Reports Preparation	
1.1	Issue of Shares & Debentures, Forfeiture of Shares	(2)
1.2	Issue of Bonus Shares	
1.3	Redemption of Preference Shares	(1)
1.4	Preparation of Corporate Balance Sheet and Profit & Loss Accounts	(2)
1.5	Preparation of Cash Flow Statement and its interpretation.	(2)
2.	Valuation of Goodwill and Shares	
2.1	Introduction- Concepts and Need.	(1)
2.2	Goodwill Valuation –Methods.	(2)
2.3	Valuation of Equity Share.	(2)
3.	Amalgamation, Absorption and Reconstruction of Companies	
3.1	Meaning and Concepts.	(1)
3.2	Purchase consideration- Calculation and accounting entries for amalgamation.	(2)
3.3	Preparation of Balance Sheet after Amalgamation.	(2)
3.4	Reconstruction- External and Internal (basic idea).	(1)
4.	Holding Companies	
4.1	Meaning, Definition & Statutory requirements	(2)
4.2	Computation of Goodwill, Capital Reserve, Capital/Reserve Profit & Minority Interest.	
4.3	Inter-company Transactions- Debtors and Creditors, Loans & Advances	
4.4	Unrealised inter-company profit on stock, etc	(3)
4.5	Preparation of Consolidated Financial Statements.	
5	Cost Volume Profit Analysis	
5.1	Relevant cost	(1)
5.2	Product sales pricing and mix	(1)
5.3	Limiting factors	(2)
5.4	Multiple scarce resource problems	
5.5	Decisions about alternatives such as make or buy, selection of products, etc.	(1)
6.	Budgetary Control; Performance measurement	
6.1	Budgets, Preparation of Flexible Budgets	(2)
6.2	Variance analysis	(2)
6.3	Activity Based Costing	(2)
6.4	Throughput Accounting (basic concepts)	(1)
6.5	Economic Value Added (basic concepts)	
	Total-	35

TEXT BOOKS:

- 1) M.C. Shukla, T.S. Grewal & S.C. Gupta, Advanced Accounts Vol-2, S. CHAND, 17/e
- 2) P.C. Tulsian, Practical Costing, S. CHAND, 1/e

REFERENCE BOOKS:

- 1) S N Maheshwari & Suneel K Maheshwari, Problems and Solutions in Advanced Accountancy—Vol. I and II, VIKAS PUBLISHING, 6/e
- 2) S.P. Jain and K.L.Narang, Cost and Management Accounting, KALYANI PUBLISHERS, 2014

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9024	DECISION MODELLING	3-0-0	3	Mr. S Sarkar

TOTAL LECTURE HOURS: (3X12 = 36 HOURS)

Section 1: Introduction

Introduction: An Overview of Management Science and Quantitative Analysis Problem Solving and Decision Making, Quantitative Analysis and Decision Making, Management Science Techniques **2 classes**

Section 2: Convex Optimization

Theories & definitions (Interior, closure, conjugate functions), Fracas Theorem, Weisterus theorem, duality theorems (both linear & non-linear), **10 classes**

Section 3: LPP

Linear Programming: Assumptions, Graphical, Solution, Sensitivity Analysis, Computer Output, problems will include the followings VRP, TSP, Scheduling Problems, Data Envelopment Analysis, Network Optimization Models, The Minimal Spanning Tree Problem, The Maximal Flow Problem **10 classes**

Section 4: Decision Theory

Fundamentals of Decision Theory and Analysis, Payoff tables and decision trees; Decision making with and without probabilities; Analytical Hierarchy Process, ANP, **** Markov Analysis**, Risk and sensitivity analysis of decision-making, Waiting line systems **10 classes**

Section 5: Non-classical Optimization Techniques

Development of C or JAVA code for solving problems using Genetic Algorithm, Evolutionary algorithm etc **5 classes**

TEXT BOOKS:

Convex Optimization Theory: Dimitri P Bertsekas
Optimization Techniques: Rao

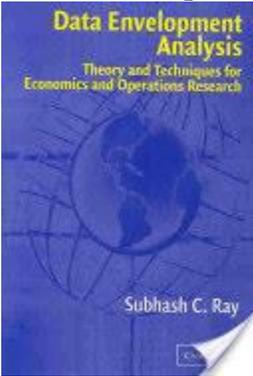
REFERENCE BOOKS:

Operations Research: H. Taha
Operations Research: Liberman

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9025	SYSTEM DYNAMICS	3-0-0	3	Mr. S Sarkar
TOTAL HOURS = 3X12=36				
Introduction				
Introduction and Overview: Why are we here? What is System Dynamics and why do I care?				2 CLASSES
System Dynamics Tools part 1				
Reference modes, mapping and the grammar of causal links, The Details of Causal Loops, Practice with Causal Loop Diagrams, examples from Engineering as well as management problems				6 CLASSES
System Dynamics Tools Part 2A				
Study of differential equations, Solutions of DE under various boundary conditions, concept of stability and instability				6 CLASSES
System Dynamics Tools Part 2B				
Introduction to Stocks and Flows, Mapping the stock and flow structure of systems, Dynamics of stocks and flows, Linking feedback with stock and flow structure; First-order systems, Application of STELLA to Environmental Management Problems (population of species, prey-predator dynamics)				12 CLASSES
Growth Strategies:				
Interactions of Operations, Strategy, and Human Resource Policy, The feedback structure of s-shaped growth, the diffusion and growth of new products, network externalities, and complementarities, Managing Hyper Growth: Lessons from People Express, understanding Instability				8 CLASSES
System Dynamics in Action:				
The dynamics of service quality: cutting corners and working overtime, the dynamics of project management – On time and under budget,				2 CLASSES
TEXT BOOKS:				
SYSTEMS DYNAMICS BY P. K. J. MOHAPATRA				
DIFFERENTIAL EQUATIONS WITH APPLICATIONS & HISTORICAL NOTES BY SIMMONS				
REFERENCE BOOKS:				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9026	INVESTMENT AND PORTFOLIO MANAGEMENT	3-0-0	3	Dr. A Dutta
<p>Introduction to various investment avenues and alternatives, Investment vs. gambling and speculation, Types of investors and avenues, New Issue market and Stock Exchanges, Trading mechanisms in stock exchange (2)</p> <p>Efficient Market Hypothesis. (2)</p> <p>Equity Valuation: Macroeconomic Analysis Industry Analysis; Company Analysis; Valuation of Equity Shares (8)</p> <p>Fixed Income Security Analysis: Bond Prices and Yield (2)</p> <p>Technical Analysis (5)</p> <p>Risk Vs Return (1)</p> <p>Markowitz Theory (2)</p> <p>Capital Market Theories: CAPM, CML, SML, Efficient frontier with Riskless lending and borrowing, Markowitz Model, Sharpe single index Model)Portfolio Risk & Return. (5)</p> <p>Factor Models and Arbitrage Pricing Theory (2)</p> <p>Portfolio Management -Portfolio Evaluation and Behavioural Finance Portfolio revision, performance evaluation of portfolio, forecasting of portfolio performance (2)</p> <p>Presentation (4)</p> <p style="text-align: right;">Total - 35</p>				
TEXT BOOKS:				
<ol style="list-style-type: none"> Investment Analysis and portfolio Management- P Chandra TMH Security Analysis and Portfolio Management - Donald E. Fischer, Ronald J. Jordan 				
REFERENCE BOOKS:				
<ol style="list-style-type: none"> Value investing and Behavioral Finance, Parikh, TMH Investment Management – V.K. Bhalla – S. Chand Investment Management and Security Analysis – D.K. Khatri - Mcmilla 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9027	RISK MANAGEMENT	3-0-0	3	Dr. A Dutta
				No of session
	Objectives of Risk Management			(1)
	Risk Measurement and Pooling			(2)
	Total Loss Distribution			(1)
	Pooling and Diversification			(1)
	Financial Risk Management, Insurance, Insurance Pricing			(4)
	Introduction to Derivatives			(2)
	Futures Markets			(2)
	Pricing of Forwards & Futures			(2)
	Option Markets			(1)
	Properties of Option Prices			(2)
	Trading Strategies involving options			(7)
	Option Binomial Pricing			(3)
	Options on Stock Index, Currencies and Futures			(3)
	Management of Market Risk			(1)
	Presentation			(3)
				Total 35
TEXT BOOKS:				
1. Options, Futures & Other Derivatives – John C. Hill				
2. Derivative Securities – Jarrow & Turn bull				
REFERENCE BOOKS:				
1. Futures & Options - Edwards & Maa				
2. Financial Derivatives – Kolb				
3. Financial Derivatives – Redhead1				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9028	OPTIMIZATION TECHNIQUES USING APPLICATION SOFTWARE	3-0-0	3	Dr. Gautam Bandyopadhyay
Unit1: Concept of Fuzzy Set with examples [2L] Unit2: GOAL PROGRAMMING a) Construction of Goal Programming Models b) Goal Programming Algorithms using Lingo software using different fuzzy techniques. [4L] Unit3: Ranking of Performance Appraisal of different homogeneous sector using DEA techniques for different methods. [10L] Using DEA Softwares. Unit4: Fuzzy Transportation problem using Lingo softwares. [4L] Unit5: Inventory problem in crisp and fuzzy state. Using Lingo software [4L] Unit6: Fuzzy Programming on MADM, AHP, ANP and MCDM [6L] Unit7: Fuzzy PERT and CPM [5L]				
TEXT BOOKS: 1. Fuzzy Set Theory—and Its Applications Hans-Jürgen Zimmermann - springer 2. Performance Measurement with Fuzzy Data Envelopment Analysis, Authors: Ali Emrouznejad and Madjid Tavana				
REFERENCE BOOKS: 1. Data Envelopment Analysis: Theory and Techniques for Economics and Operations Research  Subhash C. Ray Cambridge University Press, 07-Jun-2004 - Business & Economics 2. L. A. ZADAH Fuzzy SETS				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9029	COMPUTER NETWORK AND INFORMATION SECURITY	3-0-0	3	
<p>1. Definition of communication, Data communication, Data communication model, Data transmission modes, Transmission media, Communication protocol, Roles of communication protocol, OSI and TCP/IP models, Analog and digital data communication, Communication processors, Asynchronous and synchronous transmission, Multiplexing. [5]</p> <p>2. Networking, network topologies, LAN, MAN, WAN, Switching techniques, Network management requirements, Network management system, Control & monitoring. [4]</p> <p>3. Client – server computing, Application, Middleware, Intranet, Extranet, Evolution of internet, Addressing in internet – IP & domains, ISP, Types of connectivity, Evolution of WWW, Basic features, WWW browsers, WWW servers, HTTP & URL, Email, FTP, SMTP. [4]</p> <p>4. Importance of communication standards, Standards & regulations, Standard setting organizations. [4]</p> <p>5. Network security, Security goals, Attacks, Security services and mechanisms. [6]</p> <p>6. Cryptography, Steganography, Data encryption Standards. [6]</p> <p>7. Message integrity and message authentication, Digital signature, Entity authentication. [6]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. A. S. Tanenbaum, <i>Computer Networks</i>, Prentice Hall PTR. (Latest edition) 2. W. Stallings, <i>Cryptography and Network Security: Principles and Practice</i>, Pearson India.(Latest edition) 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. W.Stallings, <i>Data and Computer communications</i>, Pearson Prentice Hall. (Latest edition) 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9030	Globalization and International monetary economics	3-0-0	3	Prof. M Roy
<p>1. Balance of Payments: Components of Balance of Payments, Balance of Payments Disequilibrium, Foreign trade multiplier. [4]</p> <p>2. Policies for Internal and External Balance: Policies to maintain Internal and External Balance, Fiscal monetary policies for Internal Balance, Effects of Fiscal and Monetary Policies on External Balance, Devaluation. [10]</p> <p>3. International Monetary System: The Bretton Woods System, Breakdown of the Bretton Woods System and emergence Floating system [6]</p> <p>4. Foreign Exchange: Functions of foreign exchange market, Determination of Exchange rates, Foreign Exchange Management Act. [6]</p> <p>5. International Liquidity and Reserves: Composition of International Reserves, India's Reserve Management, IMF and International Liquidity. [6]</p> <p>6. International Banking and Eurocurrency Market: International Banking, Eurocurrency market. [4]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> Carbaugh, Robert J. "International Economics, Thomson Southern Western." <i>Caves, Frankel and Jones (2002), World Trade and Payments 9 (2004).</i> Krugman, Paul R. <i>International economics: Theory and policy, 8/E.</i> Pearson Education India, 2008. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> Epstein, Gerald A., ed. <i>Financialization and the world economy.</i> Edward Elgar Publishing, 2005. Frenkel, Jacob A., and Harry G. Johnson. <i>The Monetary Approach to the Balance of Payments (Collected Works of Harry Johnson).</i> Vol. 7. Routledge, 2013 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9031	MANAGERIAL PSYCHOLOGY	3-0-0	3	Dr. D Pal

Module 1:

Thinking: Concept, Relevance in workplace; Critical Thinking – Characteristics, Process, Structures, Elements, Reasoning Types, fallacies, Standards, Strategies for increasing it in managerial decisions, Different Critical Thinking Tools- Concept and application; Creative Thinking- Concept, Types, Stages, Lateral Thinking Techniques, Thinking styles, Conditions of creativity, organizational programs & strategies in stimulating creativity; Barriers to creativity; Problem-solving Demand.

Individual decision-making: Nature, Process, Types, Factors, Individual decision-making styles, models and their applications, Errors; Techniques to improve decision-making.

Executive Intelligence: nature, model; interpersonal acumen and executive potential; application. [10]

Module 2:

Time Management: Concept, Notion of generations; Time management matrix, Process, Strategies of managing time.

Management of employees' occupational problems: Counterproductive Behaviours-Forms, Absence (forms, nature, techniques to deal with them); Employee Discipline (Administration, Management, Indian legal perspectives). [8]

Module 3:

Interpersonal Behaviour at Work: Concept, Foundations; Management of Boundaries at Work, FIRO-B framework-Interpersonal needs & styles, Benefits.

Employee Engagement: Concept, nature, types, levels, drivers, models, measurement, application in organizations.

Performance counseling: Basic concept, Relation with performance feedback, Process, Principles, Purpose; Employee counseling-Types, Skills, intervention; Emotional Freedom Technique. [10]

Module 4:

Assertiveness Training: Nature of Assertiveness Behaviour, Personality; Assertiveness Training-Objectives, Guidelines, Assertive Rights; problems; techniques of developing assertive behaviour.

Transactional Analysis: Concept, Origins, Ego-states, Transaction-types, Life positions, Transaction Styles, Strokes, Psychological Games, Benefits & Pitfalls of Transactional Analysis, application in organizations. [7]

Note: Case studies will be discussed.

TEXT BOOKS:

1. Leavitt and Bahrami (1988). *Managerial Psychology: Managing Behaviour in Organizations*. University of Chicago Press.

REFERENCE BOOKS:

1. Mckenna, E.F. (2006). *Business Psychology and Organizational Behaviour: A Student's Handbook*. Psychology Press.

2. Matthewman,L., Rose, A. & Hetherington, A. (2009). *Work Psychology*. Oxford University Press.

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9032	DYNAMICS OF ORGANIZATIONAL EFFECTIVENESS	3-0-0	3	Dr. D Pal

Module 1:

Organizational Effectiveness: Concept, nature, dimensions, criteria, approaches, application.

Groups: Concept, Types of groups, Group Dynamics (context, structure, social processes, effectiveness), Models, Group effectiveness, Group Performance factors (composition, size, roles, norms, status, cohesiveness), Social Facilitation, Social Loafing, Intergroup Dynamics.

Teams: Background, Characteristics, Properties, Significance & benefits; Types; Self-Managed Work teams, High-performance Teams, Aspects of Team Composition; Employee Involvement, Team-reward systems, Effective Teams, Determinants of Team Performance; Top level teams in organizations.

Team Building: Basic concept; Significance, team-building activities- Classification, Types, Process and techniques of building a team, Skill assessment, Behavioural Integration, Team charter, Approaches to Team building, Manager's role, Team building in virtual teams, Transactive Memory Systems. [10]

Module 2:

Conflict and its resolution: Nature, Diagnosing conflict, Causes and Consequences of conflict in organizations, forms across levels; Resolving Intrapersonal and Interpersonal Conflict; conflict management techniques (Negotiation, Mediation, Arbitration), strategies and styles.

Group decision-making: Concept, Group Vs Individual Decision-making, process; limits; Different Group-decision techniques; Computer-based approaches.

Organizational Culture: Concept, Forms & Types (Double S Cube), Levels (Schein's)- Artifacts (Types), Values, Assumptions; Functions, Theories, Organizational Socialization-Process, Assessment Tools; Changing organizational culture-Interventions, challenges. [12]

Module 3:

Organizational Learning: concept, Knowledge- Types, characteristics, Disciplines of OL, Single & Double Loop, Building an organization's Learning Capability, facilitating factors, Modes of Learning. Learning Organization: Concept, Characteristics, Forms, Core activities; Empowerment, Personal Networks, Strategies to promote the concepts in organizations.

Competency driven organizations: Notion, Characteristics, Categories, Uses in organizations, organizational competency models; detailed process for building competency model; application of competency based HRM system. [7]

Module 4:

Cross-cultural management: International HRM- issues, Culture, Ethnocentrism, Hofstede's study, Project GLOBE, Global HR Policies, Preparing, managing Expatriates-Foreign Assignment Cycle, Cultural intelligence, Cross-cultural training, implications.

Organizational roles: Nature; Mapping Role Systems, Effectiveness through role, Role-Focused intervention in organizations. [6]

Note: Case studies will be discussed.

TEXT BOOKS:

1. Gibson, J.L., Ivancevich, J.M., Konopaske, R. (2013). *Organizations: Behaviour, Structure, Processes*. New Delhi: McGraw Hill Education.

REFERENCE BOOKS:

1. Tolbert, P.S. & Hall, R.H. (2010) *Organizations: Structures, Processes, and Outcomes*. New Delhi: PHI Learning.

2. Aldrich, H.E. & Ruef, M. (2006). *Organizations Evolving*. Sage Publications.

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9033	HR SELECTION AND RECRUITMENT	3-0-0	3	Dr. N Banerjee
<p>1. Introduction to Selection and Recruitment: What is recruitment, Purpose of recruitment, Recruitment process, What is selection, Developing a selection program, Constraints in developing a selection program. [4]</p> <p>2. Job Analysis in HR Selection: Need for job analysis, Work oriented and worker oriented job analysis, Job analysis methods. [4]</p> <p>3. Reliability and Validity in Selection measures: Fundamentals of measurement, Role of measurement in HR selection, Concept of reliability, True score and error score, Source of error, Methods of estimating reliability, Problems of reliability estimates, Factors influencing the reliability of a measure, Concept of validity, Methods of estimating validity. [5]</p> <p>4. Selection Decision making: Types of selection decision errors, Methods for collecting predictor information from job applicants, Methods for combining predictor information, Approaches for making selection decision. [4]</p> <p>5. Application forms/blanks and Selection Interviews: Purpose, Inappropriate questions, Resumes, CV and Biodata, Information Distortions, Reference Checks, Purpose of selection interviews, Factors influencing interviewer's decision making, Types of selection interviews. [4]</p> <p>6. Selection Tests: Purpose, Ability tests, Physical Ability Tests, Personality tests, Integrity tests, Drug tests, Graphology. [6]</p> <p>7. Outsourcing: Concept, Reasons for outsourcing, Types of outsourcing, HR outsourcing, Areas of concern with outsourcing. [4]</p> <p>8. Job Performance: Relation of job performance with HR selection, Types of job performance measures, Job performance and Compensation policies. [4]</p>				
<p>TEXT BOOKS:</p> <p>1. G. Roberts, <i>Recruitment and Selection</i>, Chartered Institute of Personnel & Development. (<i>Latest edition</i>)</p>				
<p>REFERENCE BOOKS:</p> <p>1. R.Compton, B.Morrissey, & A.Nankervis, <i>Effective Recruitment and Selection Practices</i>, CCH Australia. (<i>Latest edition</i>)</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9034	Environmental Marketing	3-0-0	3	Prof. M Roy
<ol style="list-style-type: none"> 1. Introduction and Background: Environmental and social problems in marketing 2. Motivation and type of greening. 3. Economics – Market Failure and Sustainable Entrepreneurship Environmental and social entrepreneurship Introduction to Natural Capitalism 4. Strategy – Frameworks: Natural Capitalism & SBSM Sustainable Business Strategy Matrix 5. Green Marketing – Leveraging the Value of Sustainable Business: Adding and protecting profit margin from sustainability. 6. Green Marketing tools. 7. Categorization of environmental customers. 8. Design and redesign pricing 9. Logistics and reverse logistics 10. Promotion and alliances. 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Fuller. B., Sustainable marketing, Sage publications 2. Charter and Polomsky,. Green marketing: A global perspective to greening marketing practices 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Ottman, Green marketing: Opportunities for innovation. 2. Hoffman A. Competitive environmental strategy 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9035	Banking Management	3-0-0	3	Dr. A Ghosh
<p>1. INDIAN FINANCIAL SYSTEM Nature and evolution, Role of financial system in economic development, Indian Financial system-Structure; (Financial markets, instruments, regulators and intermediaries) (4)</p> <p>2. BANKING SYSTEM IN INDIA Origin, nature and structure, Types of Banks and their Functions,[Scheduled banks, Commercial banks, Public sector banks, private sector banks (Old and new generation banks), co-operative Banks, RRBs, Local area banks, NBFCs, Mutually aided co-operative societies], RBI-the Central Bank- Structure, Role and Functions of RBI (5)</p> <p>3. SOURCES AND USES OF FUNDS IN BANKS Basic structure of Bank Balance sheet (2)</p> <p>4. CREDIT POLICY Credit policy of RBI, significance of credit policy for Banks, Exposure Norms, and Delegation of Powers. Credit culture (3)</p> <p>5. LENDING ACTIVITIES Principles of lending, various credit products/ Facilities, Credit Appraisal,- Credit rating/ Credit scoring chart. Automated Credit appraisal mechanisms (3)</p> <p>6. PRIORITY SECTOR LENDING Classification and Definition, Rural Credit Delivery mechanism- Commercial Banks/ RRBs/ LABs/Co-operative institutions. (3)</p> <p>7. RURAL BANKING AND MICRO FINANCE Microfinance, Financial inclusion, NABARD. (2)</p> <p>8. SME FINANCING Micro, Small, Medium enterprises– definition and classification, Working capital assessment- Nayak committee recommendations, Appraisal, monitoring, institutional / infrastructural support and nursing of sick industries, SIDBI. (4)</p> <p>9. RETAIL BANKING Basics of retail banking Products and services, Deposit products, Personal, Consumer, Housing loans, Educational loans, Plastic money, Gold Loans etc. (5)</p> <p>10. CORPORATE BANKING Nature of corporate banking and recent developments, multiple banking arrangement, Consortium finance and loan syndication, Infrastructure finance. (3)</p> <p>11. MERCHANT BANKING Management of Public issues: Reasons for going public, and eligibility norms, Offer document and regulatory frame work for public issues (SEBI norms), marketing of issues and post issue activities. (4)</p> <p>12. EMERGING TRENDS IN BANKING Banking in India- Issues and Challenges for the Future (1)</p>				
<p>TEXT BOOKS: (1) Banking Principles and Practices by Mr. M.N. Gopinath. (Snow White). (2) Commercial Banking: B. E. Gup and J. W. Kolari. (Wiley India).</p>				
<p>REFERENCE BOOKS: (3) Financial Institutions and Markets: L. M Bhole (Tata-Mcgraw India). (4) Indian Financial System: B. Pathak (Pearson India). Additional reference study materials are from RBI.</p>				

SEMESTER IV [MBA]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 4001	STRATEGIC MANAGEMENT	4-0-0	4	Dr. N Banerjee & Dr. A Ghosh
<p>1. Introduction to Strategic Management: Concept of strategy, Organizations and strategies, Evolution of strategic management, Strategic management process, Strategic Intent, Vision, Mission, Values, Goals, Objectives, Policy. [5]</p> <p>2. Analysis of Internal Environment: Challenges of analyzing the internal environment, Resources and capabilities, Value chain analysis, Core competencies and competitive advantage, Criteria for sustainable competitive advantage. [5]</p> <p>3. Analysis of External Environment: Purpose, Macroeconomic environments, PESTLE, Porter’s model, TOWS matrix, Scenario analysis, Industry analysis. [5]</p> <p>4. Competitive Rivalry and Dynamics: Concept and types of competition, Competitive dynamics, Competitive rivalry, Drivers of competitive behaviour, Model of competitive rivalry, Competitive analysis, Inter firm rivalry, Outcomes of competitive rivalry. [5]</p> <p>5. Levels of Strategy: Business level strategy, Purpose of business level strategy, Serving customers, Types of business level strategy, Corporate level strategy, Purpose of corporate level strategy, Types of corporate level strategy. [5]</p> <p>6. Implementation of strategy: Structural implementation, Behavioural implementation, Functional and Operational implementation. [5]</p> <p>7. Strategic Evaluation and Control: Importance of strategic evaluation, Strategy Evaluation framework, Criteria for Strategy Evaluation, Barriers in evaluation, Types of strategic control, Evaluation techniques for strategic control. [5]</p>				
<p>TEXT BOOKS:</p> <p>1. A. Kazmi, <i>Strategic Management and Business Policy</i>, McGraw Hill Education. (Latest edition)</p> <p>2. A.A. Thompson & A.J.Strickland, <i>Strategic Management: Concepts and Cases</i>, McGraw-Hill. (Latest edition)</p>				
<p>REFERENCE BOOKS:</p> <p>M.A.Carpenter, W.G.Sanders, & P.Salwan, <i>Concepts and Cases: Strategic Management</i>, Pearson. (Latest edition)</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 4002	BUSINESS LAW AND CORPORATE TAXATION	4-0-0	4	Dr A Dey
Details		Lecture Hours		
1. Business Law				
1.1 Indian Contract At, 1872				
Essential elements of a valid contract, classifications of contract				(1)
Offer and acceptance, Capacity of parties to contract				(2)
Free consent, Consideration				(2)
Legality of object, Agreement declared void, Performance of contract				(1)
Discharge of contract				(1)
Remedies for breach of contract				(1)
Special Contracts: Indemnity, Guarantee, Bailment and pledge				(1)
1.2 Sale of Goods Act, 1930				
Formation of contracts of sale, Goods and their classification, Price, Conditions and warranties				(1)
Transfer of property in goods, Performance of the contract of sales, Right and duties of unpaid sellers, Hire purchase agreement				(1)
1.3 Company Law and Practice				
Meaning, characteristics and kinds, Lifting the corporate veil				(1)
Registration and incorporation, Memorandum of Association and its content, Alteration of Memorandum of Association, Doctrine of ultravires–consequences of ultravires transaction,				(1)
Articles of Association and it's content, Alteration of Article of Association, Relationship of Memorandum of Association and Article of Association, Rule of constructive notice				(1)
Doctrine of Indoor Management, Prospectus- its content, Red herring prospectus, Shelf prospectus				(1)
Shares – statutory restrictions, Kinds of share capital, Debt Instruments				(1)
1.4 Negotiable Instrument Act, 1881				
Definition of negotiable instruments, Features, Promissory note, Bill of exchange and cheque, Holder and holder in the due course, Crossing of a cheque, Types of crossing, Negotiation, Dishonor and discharge of negotiable instrument.				(1)
1.5 The Consumer Protection Act, 1986				
Objective and salient features, Important Definitions, Practical understanding of Consumer and Consumer Complaint, Unfair Trade Practice, Restrictive Trade Practice, Grievance redressal machinery.				(1)
1.6 The Competition Act, 2002				
Objective, Definitions and main provisions.				(1)
1.7 The Foreign Exchange Management Act, 2000				
Objective, Definitions and main provisions.				(1)
1.8 The Information Technology Act, 2000				
Objective, Definitions and main provisions.				(1)
1.9 The Factories Act, 1948				
Objective, Definitions and main provisions.				(1)
1.10 Miscellaneous Act				
Objective and brief concept of the following Acts:				
i) The Payment of Gratuity Act The Payment of Wages Act				
ii) The Payment of Bonus Act				
iii) The EPF and Misc. Provision Act				(2)
2. Corporate Taxation				
2.1 Direct Tax				

2.1.1 Basic concepts, Important Definitions	(2)
2.1.2 Explanation of income	(2)
2.1.3 Exempted Incomes	(1)
2.1.4 Residential status and tax incidence	(2)
2.1.5 Heads of Income, Gross Total Income (GTI), Exemptions and Deductions, Taxable Income (TI), Tax rates and calculation of tax	(2)
2.1.6 Taxation of individuals, Partnership, LL.P, Companies, Trust, Minimum Alternative Tax (MAT)	(5)
2.1.7 Tax Deducted at Sources: Important Provisions and Implications	(2)
2.1.8 Assessment Procedure: Basic Concepts	(1)
2.1.9 Tax Planning relating to Individual, Companies and Business Entities	(2)
2.2 Indirect Tax	
2.2.1 Central Excise: Basis of chargeability of Duties of Central Excise - Goods, Manufacture, Classification and Valuation of Excisable Goods, CENVAT Credit Mechanism	(1)
2.2.2 Customs Laws : Levy of Customs Duties, Types of Customs Duty leviable, Tariff Classification & Exemptions, Valuation of Imported and Exported goods	(1)
2.2.3 Service Tax: Concept and basis ideas, negative list	(1)
Central Sales Tax and VAT: Concept and basis ideas	
	Total : 45

TEXT BOOKS:

- 1) N. D. Kapoor, Elements of Mercantile Law, 34/e
- 2) V. K. Singhania and K. Singhania, Direct Taxes Law and Practice, TAXAAMNN'S, Updated by the prevailing Finance Act
- 3) V. S. Datey, Indirect Taxes- Law & Practice, TAXAAMNN'S, Updated by the prevailing Finance Act

REFERENCE BOOKS:

- 1) S. S. Gulshan, Business Law, 4/e
- 2) M. Singhania and V. K. Singhania, Students Guide to Income Tax, TAXAAMNN'S, Updated by the prevailing Finance Act

DEPARTMENTAL ELECTIVE [SEMESTER IV]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9050	Economic Analysis for sustainable Industrialization	3-0-0	3	Prof. M Roy
<p>1. Challenges for sustainable Industrialization: Current Industrialization Model, Major shortcomings of the present industrialization; Path of Sustainable industrialization (4)</p> <p>2. Quantitative Methods and their use in economic dynamics; Extreme values and Optimization; Efficiency and Competitive Markets; Benefit-Cost Analysis (6)</p> <p>3. Market failure: Public Bads and Externalities; Optimal Provision of Public Goods and Bads; Pricing Public Goods and Bads; Externalities; The Coase theorem: policy Significance; Pigovian fees: Single polluter; Multiple polluter: The Equi marginal Principle; Fees versus subsidies: Short and long run. (10)</p> <p>4. Imperfect competition: Monopolist in the goods market, Emission fees and Marketable permits: Marketable Ambient Permits, Comparative Regulatory Analysis; Economy wide Effects of Environmental regulations: Productivity growth and its measurement, Green National Accounting. (10)</p> <p>5. Environmental Demand Theory; Prices and Marginal Willingness to Pay; Measuring Demand: Ordinary versus Compensated Demand, The Expenditure Function, Welfare effects of a price Change; Hedonic Price Methods (10)</p> <p>6. Corporate Strategy and Direction, Functional and Structural implications of implementing environmental strategies and their integration in Management Operation. (5)</p>				
<p>TEXT BOOKS:</p> <p>1. Nick Hanley, J.F. Shogren and Ben White, Environmental Economics in Theory and Practice</p> <p>2. F. Cairncross, Green, Inc.-A guide to Business and Environment</p>				
<p>REFERENCE BOOKS:</p> <p>1. Frank Feats and Rod Barrette, Integration Pollution Management</p> <p>2. Hunter and Catherine Johnson, Environmental Management System-Principles and Practices</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9051	STRATEGIC MARKETING AND RURAL MARKETING	3-0-0	3	Dr. N Banerjee & Dr. K Mandal
<p>1. Introduction to Marketing Strategy: Marketing management and strategic marketing, Relation between corporate, business-unit and marketing planning, Elements in marketing strategy, Analyses of customers, competitors, market and environment, Different portfolio models, Product-market matrix, Evaluation of a company's existing products using various portfolio models, Allocation of resources to products at different life cycle stages, Segmentation in consumer markets and industrial markets, Effective segmentation bases, Different positioning approaches, Development and selection of a strategic position. [7]</p> <p>2. Marketing Mix and Strategic Brand Management: Product scope strategy, Product mix, Product overlapping and price competitiveness, Brand identification strategy, Different approaches in calculating brand equity, Brand extensions, Developing communication objectives in line with overall corporate objectives, Characteristics of each communication tool, Resource allocation to different types of communication tools based on overall objectives, Designing, implementation, and evaluation of marketing communication plan, Factors influencing price for a new or existing product, Different pricing strategies, Price leadership and price war, Strategic issues in channel design and channel management, Channel structure for consumer products and industrial products, Establishing channel control through channel selection and performance standards, Channel conflict management. [8]</p> <p>4. Marketing Strategy Evaluation: Strategic marketing audit, Selecting performance criteria and measures, Determining information needs and analysis, Evaluating performance. [6]</p> <p>5. A comprehensive idea of rural marketing and its benefit in relation to Indian environment. Constrain and challenges of rural marketing in India. Understanding methodology for executing marketing research activities in rural area [7]</p> <p>6. Developing a marketing strategy for Indian rural markets employing segmentation, targeting, positioning principles. Understanding 4Ps namely product, prices and place (in rural context [7]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. R.A. Kerin & R.A. Peterson, <i>Strategic Marketing Problems</i>, Prentice Hall. (Latest edition) 2. Pradeep Kashyap, <i>Rural marketing</i>, Pearson Education 2nd edition 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. R.J. Hamper, <i>The Ultimate Guide to Strategic Marketing: Real World Methods for Developing Successful Long term Marketing Plans</i>, McGraw Hill. (Latest edition) 2. Velayudhan; S. Kumar; <i>Rural Marketing Targeting the non-urban consumers</i>, response Books, New Delhi 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9052	SERVICE MARKETING AND RETAIL MARKETING	3-0-0	3	Dr. N Banerjee

1. Introduction to Services Marketing: Concept of service, Growing importance of the service sector, Services vs Goods, Broad categories of services, Services marketing mix, Managing Consumer Behavior. **[3]**
2. Service Quality: Customer expectation and perception, SERVQUAL model of service quality, Zone of tolerance, Adequate and desired level of service, Factors affecting customer expectation and perception, Measurement of service quality, Delivery of high quality service. **[4]**
3. Demand and Supply Management in Services: Challenges due to various levels of demands and service capacities, Measures to respond to the changes in demand and supply, Creating a balance between supply and demand, Queues, Types of queues, Problems associated with queues and their solutions. **[3]**
4. People, Promotion, Price, and Distribution: Role of People in Services, Advertising and sales promotion in services, Different types of pricing in services, Role of distribution in services. **[3]**
5. Physical Evidence of Service: Problems of intangible nature of services, Elements of physical evidence, Contribution of physical evidence to the service. **[3]**
6. Complaint Handling and Service Recovery: Response to a service failure, Why do customers complain, Expectations of customers from the complaint process, Service recovery paradox, Effective Service Recovery, Service guarantee, Abusive and Opportunistic customers. **[3]**
7. Introduction to Retailing: Concept of retailing, Retail functions, Social and economic significance of retailing, Relationships among retailers and their suppliers, Relationship Retailing, Strategic Planning in Retailing. **[4]**
8. Retailing formats: Retail stores on the basis of ownership, Retail stores on the basis of merchandise offered, Non store based retail stores. **[4]**
9. Trading Area Analysis and Retail Store Design: Benefits of trading area analysis, Geographic Information Systems, Size of trading area, Trading Area Analysis Models, Principles of Store Design, Elements of Store, Types of store layouts. **[4]**
10. Category Management and Operations Management in Retailing: Category Management Process, Common roles of categories, Category tactics, Category assessment, Operations blueprint, Tactics for maximizing retail personnel productivity, HR management, Store maintenance, Credit management, Inventory management, Energy management, Store renovation, Store security, Outsourcing, Crisis management. **[4]**

TEXT BOOKS:

1. V.Zeithaml, M.J.Bitner, D.D.Gremler & A.Pandit, *Services Marketing*, Mcgraw Hill Education. (Latest edition)
2. M.Levy, B.Weitz & A.Pandit, *Retailing Management*, Mcgraw Hill Education. (Latest edition)

REFERENCE BOOKS:

1. K.D.J.Hoffman & E.G.Bateson, *Essential of Service Marketing: Concepts Strategies and Cases*, Thomson South Western.
2. B.Berman, J.R.Evans & M.Mathur, *Retail Management: A Strategic Approach*, Pearson India. (Latest edition)

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9053	SALES AND DISTRIBUTION MANAGEMENT	3-0-0	3	Dr. K Mandal
<p>1. BASIC UNDERSTANDING OF SELLING FUNCTION AND SALES MANAGEMENT: Steps of selling with special emphasis to organizational selling, Industrial selling and channel selling, Prospecting:- Identification of customer and sources for customer generation, Qualifying:- Prioritization of customer using different techniques, Pre approaching:- Required information and how can it be collected, Approaching:- Selling theories in relation to buyer seller dyad and other relevant issues of approaching, Sales Presentation:- Different types of sales presentation –A comparative analysis, Objection handling:- Methods for handling and overcoming objections, Trial close & final close:- Buying signal, closing techniques. [12LH]</p> <p>2. SALES FORECASTING- Techniques [2LH]</p> <p>3. SALES TERRITORY FORMATION: Concept & Methods. [2LH]</p> <p>4. SALES HR FUNCTION: Sales force sizing, recruitment, different types of recruitment, Selection steps of selection, training, sales training types, Motivation of the sales force, Performance approval of the sales force, Sales quota and compensation. [7LH]</p> <p>5. SALES AUDITING: Sales analysis, cost and profitability analysis. [3LH]</p> <p>6. DISTRIBUTION CHANNEL MANAGEMENT: Activity of different channel partner, selection criteria of Distribution channel Partner, Managing channel members` behavior, Channel context, Channel power, Channel influence & Channel strategies, Channel conflict. [9LH]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Richard R. Still & Edward W. Cundiff , Govoni : <i>Sales Management</i>. Prentice Hall. 2. Krishna K Havaladar & Vasant M Cavale : <i>Sales & distribution Management</i> . Tata McGraw-Hill 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Pingali Venugopal: <i>Sales and Distribution Management: An Indian Perspective</i>. SAGE Publication. 2. Tapan Panda and S Sahadev : <i>Sales & Distribution Management</i>. Oxford University Press. 3. Dalrymple, Corn and Decarlo: <i>Sales management</i> . John Wiley and sons. 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9054	FORECASTING IN FINANCE	3-0-0	3	Dr. A Dutta
Introduction to time series analysis (autocorrelations, ARMA models, etc.)				(4)
Exponential Smoothing for Forecasting				(2)
Exponential Smoothing for Trend and Seasonality				(2)
Regression				(2)
The efficient market hypothesis				(2)
Forecasting financial market volatility (ARCH/GARCH, etc)				(4)
Spurious regressions and co integration				(4)
Modelling financial market correlations (multivariate GARCH				(4)
Univariate density forecasting (models, methods for evaluating forecasts)				(4)
Measures of dependence and multivariate density forecasting				(4)
Realized volatility and realized correlation				(3)
Total Hours				- 35
TEXT BOOKS:				
1. Bodie, Zvi, Alex Kane and Alan J. Marcus, 2004, Investments, Sixth Edition. McGraw-Hill, U.S.A.				
2. Brooks, Chris, 2002, Introductory Econometrics for Finance. Cambridge University Press, Cambridge.				
REFERENCE BOOKS:				
1. Christoersen, P.F. Elements of Financial Risk Management. (Academic Press, London, 2003)				
2. Diebold, Francis X., 2004, Elements of Forecasting, Third Edition, South-Western.				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9056	Sustainable Development	3-0-0	3	Prof. M Roy
<ol style="list-style-type: none"> 1. From Malthus to Sustainable Development: Population, Resources, Environment and Sustainability. [4] 2. Challenges of Sustainable Development: Factors governing Sustainable Development, Linkage among Sustainable Development, Environment, and Poverty, Determinants of Sustainable Development. [6] 3. Global Environmental Issues: Valuation of natural services. [4] 4. Sustainable Development Indicators: Statistical procedures, Emissions, Diffusion, and Impact Model, Use of principal Component Analysis. [6] 5. Environmental Assessment: National Environmental policy Act of 1969, Environmental Impact Assessment, Project Categories Based on Environmental Impacts. [6] 6. Environmental Management: Trends and Policies: Environmental Impact Assessment, Achievements in Environmental Management. [2] 7. The economics of Sustainability: Evolution of Economic Thinking about the Environment and the role of Different Economic Factors, Concepts of Welfare, Public Goods, Common Property and Private Goods. [2] 8. Sustainability: Externalities, Valuation and Time Externalities: Valuation, Approaches to Valuation, Economics Assessment of Sustainable Projects, Categories of Costs, Economic life of a project. [4] 9. Sustainable Development: Crisis, Conflict and Compromise [2] 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. A.K. Jha, Sustainable Development: Concept And Strategies, Adhyayan Publisher, 2004 2. Jha, Abhas Kumar, and Jennifer E. Duyne. <i>Safer homes, stronger communities: a handbook for reconstructing after natural disasters</i>. World Bank Publications, 2010. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. A Guide to the Global Environment, World resources, 1998-1999; New York Oxford University Press 1999. 2. Laszlo Chris. <i>The sustainable company: How to Create lasting Value Through Social and Environmental Performance</i>. Washington: Island Press 2003. 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9057	SELECTED ASPECTS OF MACRO ECONOMY AND THEIR APPLICATION : BUSINESS STRATEGIES	3-0-0	3	Prof. M Roy
<ol style="list-style-type: none"> 1. Macroeconomic concepts for strategy, national income, trade cycle, inflation, monetary policies, fiscal policies, theory of employment, consumption function, investment function, multiplier accelerator, economic planning [8] 2. Profit analysis : Profit theory, Profit policy, Profit planning and forecasting [6] 3. Investment analysis: need, space and forms of capital budgeting, Evaluation of capital investment decisions, Limitations of capital budgeting, cost of capital. [6] 4. Managerial technique to apply macro economic theory: Linear programming, I/O analysis, game theory, Risk analysis and uncertainty analysis [8] 5. Strategic positioning for competitive advantage : Value creation and value chain, resource and capability, sustaining competitive advantage, sustainability and creative disruption, evolutionary economics and dynamic capabilities, [4] 6. Case Study [2] 				
TEXT BOOKS: <ol style="list-style-type: none"> 1. Manqiw, Macro economy 2. Abel Af, Macro economy 				
REFERENCE BOOKS: <ol style="list-style-type: none"> 1. Dornbusch, R., S. Fischer, and R. Startz: Macroeconomics, Eight edition, TMH, 2002 2. Froyen, R T.: Macroeconomics: Theories and policies, Sixth edition, PHI-1996 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9058	MERGER AND ACQUISITIONS	3-0-0	3	Dr. A De
Details				Lecture Hours
1. Corporate Restructuring				
Different forms of Corporate Restructuring and strategies involved:- Expansion & Diversification (ex.: Merger, Take-over, Strategic Alliance, Joint Venture, Franchising, Reverse Merger, etc.), Divestment (ex. Spin-off, Sell-off, Leveraged Buyout, Management Buyout, Liquidation, etc.), Other forms of Corporate Restructuring (ex. Share Buyback, Equity Carve-out, etc.)				(5)
2. Types and Motives of Merger				
Merger types and categories (ex. Horizontal Merger, Vertical Merger, Conglomerate Merger, Hostile Merger, Friendly Merger, Bailout Merger, etc.), Motives of Merger (ex. Strategic Motives, Financial Motives, Organizational Motives)				(4)
3. Business Valuation				
Market Value Method, Intrinsic Value Method, Valuation of Goodwill, Free Cash Flow Method with and without growth, Adjusted Present Value Method, Inflation Adjusted Present Value Method, Different methods of determining Terminal Values				(6)
4. Maximum Purchase Consideration				
Minimum and maximum Exchange Ratio, Different aspects of calculating Purchase Consideration, Minimum and maximum Purchase Consideration				(4)
5. Evaluation of Merger Proposals				
Different aspects of Evaluation of Merger Proposals, factors to be considered while evaluation a Merger Proposal				(4)
6. Preventive Measures in Takeover				
Different strategies for thwarting Hostile Takeover Bid (ex. Poison Pills, White Square Defence, Greenmail, Capital Restructuring, Shark Repellents, Pac-men Defence, etc.)				(2)
7. Steps of Merger				
Amalgamation Scheme, Legal Aspect of Merger, Accounting for Amalgamation (Accounting Standard-14), Mandatory and recommended steps of Merger				(2)
8. Post-merger Issues				
Issues relating to Post-merger, Challenges in Post-merger Integration				(2)
9. SEBI's Guidelines Relating to Merger & Take-over				
Brief understanding of the SEBI's guidelines to 'Substantial Acquisition of Shares and Takeover'				(2)
10. Case Study Analysis				(4)
				Total- 35
TEXT BOOKS:				
1) Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, WILEY, 5/e				
2) Ravi M. Kishore, Financial Management, TAXAAMNN'S, 7/e				
REFERENCE BOOKS:				
1) I. M. Pandey, Financial Management, VIKAS PUBLISHING HOUSE PVT. LTD., 9/e				
2) M. Y. Khan & P. K. Jain, Financial Management: Text, Problems and Cases, TATA MCGRAW-HILL, 5/e				
3) Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, WILEY, 2/e				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9059	CORPORATE FINANCE	3-0-0	3	Dr. A De
Details		Lecture Hours		
1. Arrangement of Funds and Cash Flow Analysis Cash Flow Analysis emphasizing on its importance & utility, Arrangement of funds for Capital Expenditure. (3)				
2. Business Valuation Methods of Business Valuation&Strategic Finance (4)				
3. Capital Budgeting Capital Budget; Advanced Risk Analysis Methods & Risk Management techniques in capital expenditure. (6)				
4. Capital Structure Capital Structure Theories & planning the Capital structure. (3)				
5. Leverage Operating Leverage, Financial Leverage, and Combined Leverage. (2)				
6. Dividend Policy Dividend Policy : it's overview & practical aspects (2)				
7. Working Capital Management Operating cycle & Working Capital financing Mechanism. Advanced Cash Management Models. (3)				
8. Forecasting Financial Forecasting Techniques & components of Project Costs, Inflation Adjusted Forecasting (5)				
9. Leasing Operating Lease and Finance Lease with reference to Accounting Standard 19: Accounting for Leases (2)				
10. Financial Market Sources of Finance; Capital Market and Money Market Instruments. (2)				
11. Case Study Analysis (3)				
Total				- 35
TEXT BOOKS:				
1) Ravi M. Kishore, Financial Management, TAXAAMNN'S, 7/e 2) Prasanna Chandra, Projects : Planning, Analysis, Selection, Financing, Implementation and Review, TATA MCGRAW HILL EDUCATION PRIVATE LIMITED, 7/e				
REFERENCE BOOKS:				
1) I. M. Pandey, Financial Management, VIKAS PUBLISHING HOUSE PVT. LTD., 9/e 2) D. S. Rawat, Student's Guide to Accounting Standards, TAXAAMNN'S, 28/e				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9060	ADVANCE PRODUCTION PLANNING & INVENTORY CONTROL	3-0-0	3	Mr. S Sarkar

TOTAL LECTURE HOURS: (3X12 = 36 HOURS)

Section-1: Operations Strategy & Managing Change with a Quality Perspective

Introduction – Basic Definition of Production system, Brief on various types of systems, Competitive Advantage Models, Various strategies of OM, **(2 lectures)**

Section-2: Demand Forecasting

Introduction to forecasting, Time Series, Application of Exponential Smoothing, Double Exponential Smoothing, Seasonality models, ARIMA models, forecasting using SPSS, EViews, FORECASTING OF INNOVATIVE GOODS, STYLE GOODS and rules of forecasting for A, B and C class items **(8 lectures)**

Section-3: Inventory Control Systems

Study of various **Inventory Control Systems, identification of various cost components, Choosing appropriate systems for A, B and C class items**, exchange curve, news vendor model, single & multi-period probabilistic models, Derivation and application of EOQ, EPQ models, MEOQ models under various situations, **(8 lectures)**

Section-4: Capacity Planning

Study of Resource Requirement Planning, Rough cut capacity planning, capacity requirement planning, short terms capacity planning with real life problems **(5 lectures)**

Section-5: Study of various production systems

Job shop system, MRP system, JIT system, synchronous manufacturing system, opt rules & problems of flow balance, **(5 lectures)**

Section-6: Production Planning

Aggregate planning & application of various linear & nonlinear models to a case **(3 lectures)**

Section-7: Operations scheduling & control

Loading, Sequencing and Scheduling using advanced optimization techniques & heuristics, application of Queuing models **(5 lectures)**

TEXT BOOKS:

1. **Modern Production / Operations Management** by Buffa & Sarin
2. **Production Planning & Control:** by P Chandra

REFERENCE BOOKS:

1. Production Planning & Operations Management: Bedi

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9061	MAINTENANCE MANAGEMENT	3-0-0	3	Mr. S Sarkar
<p>TOTAL LECTURE HOURS: (3X12 = 36 HOURS)</p> <p>Section 1: Basic Maintenance Concepts Introduction, objective & scope, necessity, importance, types, functions (2 classes)</p> <p>Section 2: Reliability Basic probability definitions, parallel & series system concepts, cut set & path set methods to derive reliability, Reliability and Maintainability of a system, Availability performance (12 classes)</p> <p>Section 3: Preventive Maintenance Objectives, procedure, advantage, limitation, planned maintenance, application, repair cycle, classification of production equipment, maintenance techniques (eg. Condition monitoring), Maintenance planning and Control, Maintenance documentation (7 classes)</p> <p>Section 4: Corrective Maintenance Objectives, procedure, advantage, limitation, Maintenance documentation (5 classes)</p> <p>Section 5: economic analysis Direct corrective maintenance cost, Indirect corrective maintenance cost, preventive maintenance cost, maintenance efficiency measurement, Life Cycle Costs (LCC) (3classes)</p> <p>Section 6: Total Productive Maintenance Six sigma, DMAIC, Lean thinking, TPM, TPQM, Computer applications, Examples from Industry (7 classes)</p>				
<p>TEXT BOOKS:</p> <p>Strategies for Excellence in Maintenance Management: By J. Campbell,</p>				
<p>REFERENCE BOOKS:</p> <p>Building Maintenance Management: By Lee,</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9062	FINANCIAL SERVICES AND MARKETS	3-0-0	3	Dr. A Dutta
<p>An introduction to Financial Services: Meaning, Nature, Classification (1)</p> <p>Mutual Funds Mutual funds: concepts and objectives – functions and portfolio classification-guidelines for mutual funds – working of public and private mutual funds in India (4)</p> <p>Leasing and Hire purchase leasing- types of leases – leasing vs. borrowing, Financial evaluation of lease (4)</p> <p>Factoring services factoring, forfeiting- bill discounting (2)</p> <p>Credit Rating (2)</p> <p>Venture Capital (1)</p> <p>New issue market, stock market, Methods of floating new issues, players in the new issue market, Advantages of primary market, stock exchange – Constitution, Control, Function, Listing of securities, Trading mechanism, Equity, Debentures, Bonds, Warrants, ADRs and GDRs, Primary Equity Markets. (8)</p> <p>Money Markets, Call Money, Commercial Bills, Treasury Bills, Commercial Papers, Certificate of Deposits. (2)</p> <p>Derivatives market-Future/ Option/ swap (7)</p> <p>Project presentation (4)</p> <p style="text-align: right;">Total- 35</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. G.S.Batra – Financial Services & Market. 2. Meir Khan – Financial Institutions and Markets, Oxford Press. 3. I M.Bhole , Financial Institutions and Market, TATA McGraw Hill 4. Financial services – M Y Khan 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Websites of BSE and NSE 2. Financial Markets and Services – Gordon / Natarajan – HPH <p>Financial Services and Markets – P. Pandian – Vikash</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9063	International Finance	3-0-0	3	Dr. A Ghosh
<p>1. Global macroeconomic environment Macroeconomic environment, recent trends and developments, theoretical basis for trade. [2]</p> <p>2. Global macroeconomic environment Impact of global macroeconomic environment on TNCs [2]</p> <p>3. international Finance and Financial liquidity Concepts of international finance, sources, International liquidity, problem of inadequacy [2]</p> <p>4. Development of International Monetary System Problem of liquidity, need for an International Monetary System, Gold standards, Fixed system, floating system to present time. [4]</p> <p>5. Multinational Financial InstitutionsIMF, World bank (IBRD, IFC, MIGA) - structure and functioning. [3]</p> <p>6. Balance of payments Importance and structure of BOP, Indian BOP situation and disequilibrium in BOP [2]</p> <p>7. Determining and forecasting Foreign exchange rates Determination of exchange rates, factors affecting exchange rates, forecasting exchange rates. Foreign exchange, market in world and Asia pacific. [4]</p> <p>8. Transaction and Operating ExposureTransaction and Operating Exposure: forward and future hedges, hedging strategies. [3]</p> <p>9. Translation exposure Measuring Translation exposure. [1]</p> <p>10. International parity theories Interest rate parity, Purchasing power parity, Forward rates and futures spot rate parity. [3]</p> <p>11. Financing global operation Selected determinants of equity costs, Raising global equity- GDR, ADR issues, Euro banking, Euro bonds, [4]</p> <p>12. Investments in global operations FDI, advantages and disadvantages of FDI flows, Reasons for expansion of international business, Policies of FDI. [2]</p> <p>13 FDI in India FDI trend and progress in India. [2]</p>				
<p>TEXT BOOKS:</p> <p>(1) International Financial Management: Jeff Madura</p> <p>(2) International Finance: Maurice D Levi (Rutledge)</p>				
<p>REFERENCE BOOKS:</p> <p>(1) International Financial Management: Sathey-Rose-Allen-Weston (Wiley India).</p> <p>(2) Multinational Financial Management: Alan Shapiro (Wiley)</p> <p>(3)Additional reference study materials are from IMF, World Bank, RBI etc.</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9064	ONLINE BRANDING AND ADVERTISING	3-0-0	3	Dr. N Banerjee
<p>1. Online Marketing: Key terms and concepts, What is online marketing, Online marketing environment, Online marketing mix, Online marketing strategy, Developing a digital marketing strategy. [4]</p> <p>2. Web Development and Design: Key terms and concepts, Web design, Web development, Steps for developing a website. [4]</p> <p>3. Branding and Advertising Concepts: Brand meaning, Brand positioning, Designing brands, Branding for differentiation, Traditional brand metrics, Meaning of advertising, Advertising objectives, Advertising functions, Building brands through effective advertising. [4]</p> <p>4. Online branding: How internet has changed branding, Assessing how existing brands can be transferred online, Dimensions of brand transferability, Brands and online brand building, Online brand investment, Measuring online branding, Keys to sustaining brands over time, Online brand presence and enhancement, Future trend in online branding. [5]</p> <p>5. Search Engine Optimization: Understanding SEO, Paid search, Search engine friendly website structure, Link popularity, Benefits and challenges. [4]</p> <p>6. Search Advertising: Advertising in search, The elements of a search advertising, Advantages and challenges of search advertising, Targeting options, Bidding and ranking for search advertising, Tracking , Planning and setting up a search advertising campaign. [4]</p> <p>7. Online Advertising: History of online advertising, Online advertising objectives, Advantages and challenges of online advertising, Types of display advertising, Payment models for display advertising, Effective online advertising, Targeting and optimizing, Creative options, Tracking , Measuring effective online advertising, Advertising servers and advertising networks, The future of online advertising. [5]</p> <p>8. Social media: Content and engagement, Branding in social media, Advertising in social media, Social media risks and challenges. [5]</p>				
<p>TEXT BOOKS:</p> <p>1. W.A. Hanson & K.Kalyanam, <i>Internet Marketing & e-commerce</i>, Thomson. (Latest edition)</p> <p>2. R.Gay, A.Charlesworth, & R.Esen, <i>Online Marketing- A Customer led Approach</i>, Oxford University Press. (Latest edition)</p>				
<p>REFERENCE BOOKS:</p> <p>1. A.Ries & L.Ries, <i>The 11 Immutable laws of Internet Branding</i>, Profile Books. (Latest edition)</p> <p>2. S.Armstrong, <i>Advertising on the Internet</i>, Viva Books Pvt. Ltd. (Latest edition)</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9065	Strategic Implementation and Business Transformation	3-0-0	3	Prof. M Roy
<ol style="list-style-type: none"> 1. Economic Concepts for strategy, strategic positioning for competitive advantage [2] 2. Technology evolution, Technology adoption, Customer needs, product development and strategy in network industry. [6] 3. Competitive advantage in Hi-Tech industry, Collaboration strategy, Strategic human resource management of technical professionals, strategy and structure for technology strategy. [6] 4. Planning and Preparing for Change and Implementation [2] 5. Systems Approach to Implementation [2] 6. Strategy implementation in changing business environment. [6] 7. Implementation Issues in Complex System. [4] 8. People Issues in Implementation- Individual, the ultimate differentiator vs Culture, the ultimate integrator. [2] 9. Enabled technologies of World Wide Web (WWW), Strategic approach to managing knowledge, e-strategy and knowledge management. [4] 10. Strategy and the general manager. [2] 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Making Strategy Work: Leading Effective Execution and Change by Lawrence G. Hrebiniak Pearson Education, 2005. 2. Mascarenhas, Oswald AJ. <i>Business transformation strategies: The strategic leader as innovation manager</i>. SAGE Publications India, 2011. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. <i>Organizational Architecture</i>, by David Nadler, Marc Gerstein and Robert Shaw, Jossey-Bass: San Francisco. 1992. 2. <i>Organizing for the Future: The new logic for managing complex organizations</i>, by Jay Galbraith and Edward Lawler, Jossey-Bass, 1993. 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9066	ORGANIZATIONAL LEADERSHIP, POWER & POLITICS	3-0-0	3	Dr. D Pal

Module 1:

The Nature of Leadership: Concept, Background; Key elements; leadership for today's organization. Management & Leadership: Paradigm shift, Comparison of Management and Leadership with examples, Evolution of Leadership.

Leadership skills & styles: Nature; Research on Leadership Traits and Skills, Measurement of traits, skills, Managerial motivation, Competencies, Executive Derailment, Skills and effectiveness, Leader Decision-making styles, Leadership styles and emotional intelligence. [5]

Module 2:

Theoretical & research perspectives on Leadership:

- The Trait approach & the Behavioural approaches (Lewin's classification, 3 classical studies, Leadership Grid, concept of a High-High Leader, Individualized Leadership).
- The Contingency approaches (Fiedler's Contingency Model, Hersey & Blanchard's Situational Theory, Path-goal Theory, Vroom-Jago Contingency Model, Substitutes for Leadership).
- Charismatic, Transformational & Transactional Leadership
- The Emergent Leadership perspectives (Full range leadership theory, Shared leadership, Strategic Leadership, Value-based leadership, Covey's Principle-centered leadership, Moral leadership, Servant leadership, Authentic leadership, Level 5 leadership, Spiritual leadership, Indian perspective)

Implications of theories in organizations. [15]

Module 3:

Leadership Development Program: Need, Action-Observation-Reflection Model, Leadership Training Programs, Designing & Impact of Leadership Development Programs through GAPS Analysis.

Changing Behaviour: Need and rationale; Designing & executing Individual Development Plan, Coaching-Types, Process & Mentoring- detailed Process.

Women & Leadership: Paradigm shift, Present status in organizations, Factors, Strategies to foster women leadership in organizations, Research perspectives. [8]

Module 4:

Leadership Power: Concept, Sources of Leader power in organizations, French & Raven's Bases of Power with guidelines to implement, Responses to the use of power.

Influence tactics & Political Behaviour in organizations: Concept, Influence- Attempts, Behaviour Processes, Outcomes; Organizational politics- Concept, Tactics, Drivers, Relation to Performance Appraisal. [7]

Note: Case studies will be discussed.

TEXT BOOKS:

1. Yukl, G. (2011) *Leadership in Organizations*. Pearson Education Inc.

REFERENCE BOOKS:

1. Miner, J.B. (2005) *Organizational Behaviour 1: Essential Theories of Motivation & Leadership*. Prentice Hall.
2. Storey, John. (2010). *Leadership in Organizations: Current Issues and Key Trends*. Taylor & Francis Ltd.

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9067	POSITIVE ORGANIZATIONAL BEHAVIOUR AND VALUES IN MANAGEMENT	3-0-0	3	Dr. D Pal

Module 1:

Positive Organizational Behaviour: Concept, Relationship with Positive Psychology; POB Constructs (Theoretical background, Empirical Research, Process, Applications of each in the workplace).

Psychological Capital: Concept, Background, Research on PsyCap; Development of PsyCap, Management of PsyCap States, PsyCap Intervention Model, application. [6]

Module 2:

Occupational Health and Work Productivity: Attributes of healthy, productive work; Healthy individuals, Healthy Organizations; Occupational Health- Models and their applications, Significance of Communication Competence.

Positive Dimensions at Work: Positive Emotions-Concept, Antecedents, Multiple-Level perspective in organizations; Workplace Happiness & Subjective Wellbeing: Concept, Background, Theoretical frameworks, Research, implications in workplace

Thriving in Organizations: Concept, Antecedents, Outcomes of thriving at work; characteristics of thriving organizations. [12]

Module 3:

Values in Management: Concept, Type, Formation of Values; Values and Behaviour; Organizational values in Indian context; Value-system of Indian managers; Relevance of values in organizations.

Value-based Management: Perspectives of values (Western & Eastern management); Values & economic prosperity- Indian insights, Holistics for Human Values, Management by Values Programmes- Concept and Practice. [8]

Module 4:

Wisdom Based Management: Concept, Practices; Value foundations of Wisdom Leadership; Wisdom Worker, Implementation of Wisdom based management in organization.

Quality of Worklife and Managerial Effectiveness: Human values for TQM-nature; Work Ethics & Ethics in Work- Life Goals or Purusharthas, The Theory of Guna Dynamics- The S-R-T Model; Karma-Yoga, Nishkam Karma, Sakam Karma and their managerial implications. [9]

Note: Case studies will be discussed.

TEXT BOOKS:

1. Nelson, D.L. & Cooper, C.L. (Eds.), (2007). *Positive Organizational Behaviour*. Sage Publications.
2. Chakraborty, S.K. (2005). *The Management and Ethics Omnibus*. Oxford University Press.

REFERENCE BOOKS:

1. Snyder, C.R. & Lopez, S.J. (Eds.), (2002). *Handbook of Positive Psychology*. Oxford University Press.
2. Chakraborty, S.K. (2003) *Managerial Effectiveness and Quality of Worklife : Indian Insights*, Tata McGraw Hill Publishing Co. Ltd.

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9068	MANAGING TRANSITIONS: ORGANIZATIONAL CHANGE AND DEVELOPMENT	3-0-0	3	Dr. D Pal

Module 1:

1. Organizational Change: Concept, Nature: General perspectives, Premises of change, Types of continuity, Requisites of change, Productivity dip, Paradox of planned organizational change.
2. Forces of change: Categorization and types of External, Internal sets of forces, Forces' impact on elements of organizations (System perspective) in details.
3. Types of organizational change: Characteristics and examples of different types of changes, implementation. [5]

Module 2:

4. Models of Change: Top-Down & Bottom-up approaches; Process-based, Content-based and Integrative Models in details with managerial implications.
5. Organization Structure & Change: Forces shaping organizations, Significance of Structural Change, Symptoms of Structural Deficiency, Structural factors affecting change, Restructuring-steps, Basic approaches to Redesign, Structural Strategic Interventions with examples.
6. Organizational Culture & Change: Concept, Background, Research perspectives; Parameters of Cultural Change, Strategies in dealing with cultural change, Steps of Cultural change, Developing a new corporate culture with examples. [9]

Module 3:

- Assessment of Organizational Readiness to change: Conceptual Framework; Assessing organizational propensity to change- Elements & Techniques, Transformation Planning, Managing Human Resources, DICE framework and its implementation.
- Change Management Programs: Theory E & Theory O, Managing change- a step focused perspective with examples, HR's role, Role of Transition Management Group, Stream Analysis and Impact Analysis - Process & application.
- Management of emotional response to change: Nature and Phases of emotional experience in response to changes, Causes behind resistance to changes; Strategies for reducing Individual & Organizational resistances to change. [12]

Module 4:

- Organizational Development: Concept, Characteristics, Goals & Values of OD, Emergence & evolution of OD
A model of OD: stages/phases in details, OD cycle, Organizational Transformation & OD
OD Practitioner: Role, External & Internal Practitioner, OD Practitioner styles, Intervention Process, Forming the Practitioner – Client Relationship- Operating ground rules, Problems.
- OD Interventions: Classification, Types: Sensitivity Training, Survey Feedback, Grid Training, Process-Consultation, Role Analysis Technique, Interdependency Exercise, Role Negotiation Technique, Responsibility Charting, Visioning, Organizational Mirror, Appreciative Inquiry, Behaviour Modeling; Evaluating OD Interventions. [9]
- Note: Case studies will be discussed.

TEXT BOOKS:

1. Palmer, I., Dunford, R., Akin, G. (2006) *Managing Organizational Change: A Multiple Perspectives Approach*. Tata McGraw Hill
2. French, W., Bell, C., Zawacki, R. (2005) *Organization Development & Transformation: Managing Effective Change*. Tata McGraw Hill.

REFERENCE BOOKS:

1. Cameron, Esther. (2009). *Making Sense of Change Management*. Kogan Page.
2. Poole & Scott. (2004) *Handbook of Organizational Change and Innovation*. Oxford University Press.

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9069	TRAINING AND DEVELOPMENT	3-0-0	3	Dr. N Banerjee
<p>1. Introduction to Employee Training and Development: What is training, Nature and Scope of training and development, Concept of development, Designing effective training programs, Factors influencing training and development needs. [3]</p> <p>2. Strategic Training: Evolution of training, Strategic training, Training needs in different strategies. [3]</p> <p>3. Needs Assessment: Necessity of training needs assessment, Participants in training needs assessment, Training needs assessment process, Training needs assessment and Training process design, Competency models. [3]</p> <p>4. Learning Theories: What is learning, Learning theories, Learning programs. [3]</p> <p>5. Transfer of Training: Training design, Work environment characteristics influencing transfer of training, Facilitation of Transfer with Focus on Organization Intervention. [4]</p> <p>6. Training Evaluation: Reasons for evaluating training, Outcomes of training programs, Evaluation practices, Evaluation designs, Determining ROI, Measuring human capital. [4]</p> <p>7. Training Methods: Traditional methods, Modern methods, Use of technology in training. [4]</p> <p>8. Employee Development; Approaches to employee development, Development planning process, Strategies for providing development. [4]</p> <p>9. Career Management: Model of career development, Career management systems, Role of employees, managers, HRM, and company in career management, Challenges in career management. [3]</p> <p>10. Special Issues in Employee Training and Development: Cross cultural preparation, Managing work force diversity, Legal issues, Succession planning, Training and pay systems, Joint union management programs. [4]</p>				
<p>TEXT BOOKS:</p> <p>1. P.N.Blanchard & J.W.Thacker, <i>Effectiveness Training – Systems, Strategies and Practices</i>, Pearson Education. (Latest edition)</p> <p>2. B. N. O'Connor, M. Bronner, & C. Delaney, <i>Training for Organizations</i>, Thompson Learning Press. (Latest edition)</p>				
<p>REFERENCE BOOKS:</p> <p>1. A.Landale, <i>Training and Development – A Complete Handbook</i>, Infinity Books. (Latest edition)</p> <p>2. U.Pareek, <i>Training Instruments for Human Resource Development</i>, TMH. (Latest edition)</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9070	Marketing in International Environment	3-0-0	3	Prof. M Roy
<p>Understanding Emerging Markets in International environment: The New Global challengers: Newly Internationalizing MNEs from emerging markets, Estimating the potential of Emerging Markets, Risks and Challenges of doing business in emerging markets. [6]</p> <p>Strategies for doing business in emerging markets, Catering to Economic Development needs of emerging markets and Developing economies, [4]</p> <p>Global Market opportunity Assessment: Estimating Market demand in emerging markets, Select of foreign Business Partner, Estimate Company sales potential , Evolutionary stage Model of outsourcing and global sourcing strategy [6]</p> <p>Entering and operating in International markets: Global marketing strategy, Standardization and Adaptation of the International Marketing Program, Global branding and Product development, [5]</p> <p>Managing Pricing under varying currency conditions, Managing International Price Escalation, Transfer Pricing, Grey Market activity [6]</p> <p>International Advertising, International Promotional Activities , International Distribution Ethical Dimension in marketing in international environment [6]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Keegan, Warren J., Global marketing management 2. Kotler, Philip, Marketing Management 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Terpestra Vern and Ravi Sarthy, International Marketing 2. Caterio and Graham, International Marketing 				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9071	Quantitative Marketing	3-0-0	3	Dr. K Mandal
<p>1. Science and Quantitative analysis of marketing, Complexity of marketing decision, Decision support and theoretical marketing models. [4 Hours]</p> <p>2. Consumer Behavior models- Foundation and nature. A five stages model of consumer behavior including models of perception evaluation and attitude & preference formation. Markov and other models of brand switching. [8 Hours]</p> <p>3. Organization buying models like Sheth Model, Webster-wind Model and Choffray – Lilien Model, Bargaining models. [8 Hours]</p> <p>3. A Microeconomic view of pricing, Price discrimination models along with its application. [4 hours]</p> <p>5. Distribution problem and strategy. Market selection, Number of outlet site selection, Store size and characteristics decision. Sales force sizing and sales territory designing. [7 Hours]</p> <p>6. Effects of Advertising, Various Advertising-related models. [4 Hours]</p>				
<p>TEXT BOOKS:</p> <p>1. Lilien, Kotler, Moorthy .<i>Marketing Models</i>. PHI Learning Private Limited-New Delhi</p>				
<p>REFERENCE BOOKS:</p> <p>1. Gary Lilien & Arvind Rangswamy. <i>Marketing Engineering: Computer-assisted Marketing Analysis and Planning</i>.</p>				

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 9072	Human Resource Development and Knowledge Management	3-0-0	3	Prof. M Roy
<ol style="list-style-type: none"> 1. Fundamentals of Human Resource Development: Global perspectives of HRD, Developing and HRD strategy, Implication for practice of a strategic approach to HRD. [6] 2. Operational Role of HRD: Role and theory of learning, Designing Learning and Development interventions, Evaluations, Managing the HRD wheel, Design options for HRD, HRD and Business ethics. [8] 3. Understanding Knowledge Managing Knowledge Management, Cross functions in KM, Business relevance of KM, KM cycles, challenges for implementing KM cycle. [6] 4. Issues and challenges in KM, Designing KM strategy, KM tools, KM risk plan, KM Metrics and KM Audit, KM and web2.0 [4] 5. KM and cloud Computing, KM in Development sector, Technology and knowledge management, Business mapping ,KM process tool, The Fusion of Process and Knowledge Management. [8] 6. Case studies [4] 				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Chaudhary, Harish Chandra. <i>Knowledge Management For Competitive Advantage</i>. Excel Books India, 2005. 2. Gilley, Jerry W., Steven A. Egglund, and Ann Maycunich Gilley. <i>Principles of human resource development</i>. Basic Books, 2002. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Swanson, Richard A., and Elwood F. Holton. <i>Foundations of human resource development</i>. Berrett-Koehler Publishers, 2001. 2. DeSimone, Randy L., Jon M. Werner, and David M. Harris. "Human resource development." (2002). 				

Non-Departmental Core Subject

[MCA 1st SEMESTER]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1006	STATISTICAL MEHTODS & NUMERICAL TECHNIQUE	3-1-0	4	Mr. S Sarkar

Total number of classes required: 4x12 = 48 hours

General introduction, General experimental and statistics terms such as: independent variable, dependent variable, classes of data (nominal, ordinal, interval, ratio), Descriptive statistics, inferential statistics, Exploratory statistics, Numerical Analysis & various types of Errors
3 classes

Section 1: Graphing data

Presenting Data in Tables and Charts, Stem-and-leaf, Histogram, Bar charts, pie charts and scatter diagrams, box plot
3 classes

Section 2: Numerical Descriptive Measures

Mean, median, mode, Range, variance, standard deviation and coefficient of variation, Chebyshev and Empirical Rule, Correlation coefficients (Pearson, Spearman, Kendall, Inter-Intra), Contingency tables, Regression analysis (with various types of variables, error calculation)
10 classes

Section 3: Basic Probability

Basic probability concepts and definitions, important theorems, Bayes' Theorem, applications
3 classes

Section 4: Some Probability Distributions

Basic nature of probability functions, Binomial, Hyper-geometric, Poisson, Uniform, Exponential, Normal Distribution and Other Continuous Distributions
2 classes

Section 5: Generation of important distributions

Distribution due to addition, division etc of several random variables, Erlang, Chi-square, Student's t, F-distribution,
3 classes

Section 6: moments & their nature

Moments, Moment generating function, Characteristics function, central limit theorem, few important theorems from large number theory
3 classes

Section 7: Sampling Technique & Estimation Theory

Simple random Sampling, distributions, confidence intervals,
3 classes

Section 8: Hypothesis testing, Comparison of Means, ANOVA

One Sample Test of Hypothesis, null and alternative hypotheses, Type I and Type II errors, Two Sample Tests, Two population means: independent sampling, related samples, Two population variances, Analysis of Variance, Wilcoxon rank sum test, Kruskal-Wallis rank test,
5 classes

Section 9: Application of Numerical Analysis

Difference with finite element methods, Various models of root finding, convergence analysis, Gauss Jordan method for linear solution, Determination of values of definite integrals, derivation of functions from forward & backward method, ...
16 classes

TEXT BOOKS:

1. STATISTICS VOL 1 & 2 by GUNGUPTA, DASGUPTA
2. NUMERICAL ANALYSIS BY ATKINSON

REFERENCE BOOKS:

1. PROBABILITY, STATISTICS BY JAS BISNAB

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS 1008	Financial Management	3-1-0	4	Dr. A Ghosh
<p>1. Financial Accounting: Basic concepts of accounting, income statement, Balance sheet. [5]</p> <p>2. Financial Statement Analysis: Ratio Analysis, Common size analysis, comparative analysis, trend analysis. [6]</p> <p>3. CVP analysis with decision making: Cost-volume-profit analysis with ratios, BEP analysis, MS. [5]</p> <p>4. Financial Forecasting: Sales Forecast, Preparation of Proforma income statement and balance sheet, Growth and External fund Requirement [5]</p> <p>5. Capital Budgeting Decisions: Cost of capital, Time value of Money, discounting and non-discounting methods (NPV, IRR analysis). [5]</p> <p>6. Leverage: Measuring and Analysing leverage, Operational, Financial and Total Leverage [5]</p> <p>7. Capital Structure Policy: Business, financial and market risk, total risk , Determinants of capital structure, Approaches to estimating target capital structure, variables in capital structure, ROE - ROI Analysis, EBIT - EPS analysis [4]</p> <p>8. Sources of Long-Term Finance: Equity Capital and Preference Capital, Debenture Capital, Term Loans and Deferred Credit, Leasing and Hire-Purchase. (Capital Market) [3]</p> <p>9. Raising Long-Term Finance: Venture Capital, Initial Public Offering, Public Issue by listed companies, Rights Issue, Preferential allotment, Private placement, Term Loans. (Capital Market) [3]</p> <p>8. Presentation / Case study [4]</p>				
<p>TEXT BOOKS:</p> <ol style="list-style-type: none"> Pandey, I. M., Financial Management, Vikas Pub., New Delhi. Khan, M.Y. and Jain, P.K., Financial management, Tata McGraw Hill. 				
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill. Cases in Financial Management- I. M. Pandey 				

[MCA 3rd SEMESTER]

SUBJECT CODE	SUBJECT	L-T-P	CREDIT	DEVELOPER
MS3005	OPTIMIZATION TECHNIQUE	3-1-0	4	Dr. G Bandyopadhyay
<p>1. LINEAR PROGRAMMING- a) Formulation of LP Models b) Graphical LP Solution c) Simplex Method d) Artificial Variables – Big M - Method and Two-phase Method e) Duality, Sensitivity Analysis, Shadow Price and their economic interpretation Software package to be used in (b), (c), (d) and (e) above. [12L]</p> <p>2. TRANSPORTATION, TRANSHIPMENT AND ASSIGNMENT MODELS -a) Construction of Transportation, Transshipment and Assignment Models b) The Transportation Algorithm c) The Hungarian Method for the Assignment Problem d) The Transshipment problem Software package to be used for implementing the algorithms. [6L]</p> <p>3. GOAL PROGRAMMING -a) Construction of Goal Programming Models b) Goal Programming Algorithms [5L]</p> <p>4. INTEGER LINEAR PROGRAMMING -a) ILP Algorithms - Branch and Bound, Cutting Plane Algorithm [5L]</p> <p>5. DECISION ANALYSIS -a) Decision Making under Certainty – Analytic Hierarchy Process b) Decision Making under Risk and Uncertainty [4L]</p> <p>6. MARKOV PROCESSES AND MARKOV CHAINS -a) State transition diagrams b) Calculation of the state of the system at any time period c) Calculation of the long-run system state (both for systems with and without absorbing states): Fundamental Matrix and associated calculations. Application models to be discussed in detail [5L]</p> <p>7. QUEUEING MODELS-a) M/M/1 Queues and applications b) M/M/c and M/M/c/k Queues and their applications [4L]</p> <p>8. SIMULATION MODELS (Use of package) -a) Construction of Simulation Models b) Generation of Random numbers from discrete distributions Application models to be discussed in detail. [4L]</p>				
TEXT BOOKS: 1. Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer 2. Hillier, F.S. and Lieberman, G.J. : Operations Research (8th edition),				
REFERENCE BOOKS: 1. Taha, H.A. : Operations Research - An Introduction (8th edition), Prentice Hall/Pearson Education 2. Winston, Wayne L. – Operations Research: Applications and Algorithms (4th edition); Thomson Learning.				